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Publication of the 1990 Annual Report of the New York Police Department was made possible through the generous support of the New York City Police Foundation

Design by Barbara Osborne

Photography by Detective Virginia Fitzpatrick

NEW YORK
POLICE DEPARTMENT

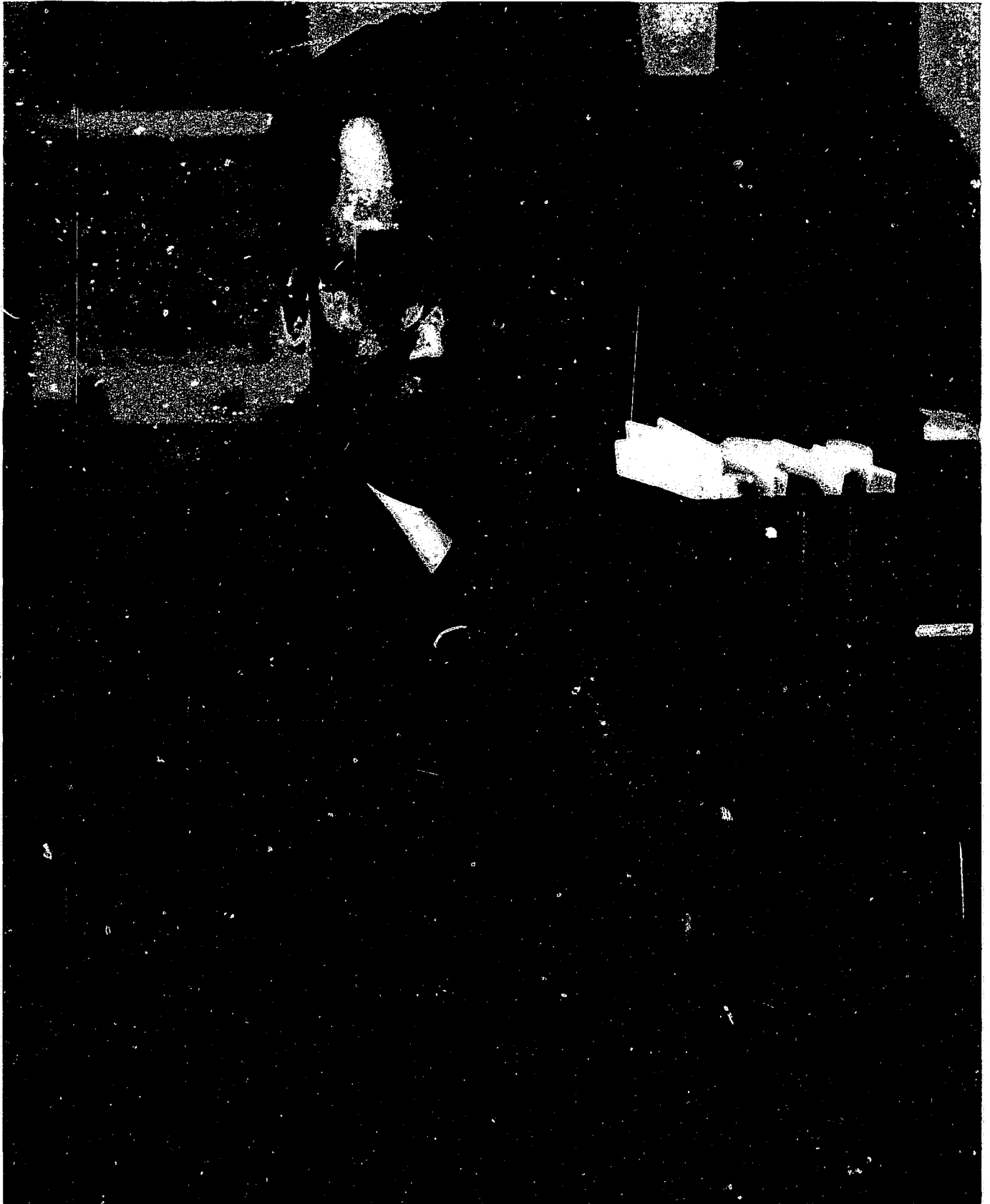
Partnership with the community we

protect the lives and property of our fellow citizens
and impartially enforce the law

Fight crime both by preventing it and
aggressively pursuing violators of the law

▼ Uphold a higher standard of integrity than is
expected of others because so much is expected

Save human life, respect the dignity of each individual
and render our services with courtesy and civility



INTERVIEW WITH POLICE COMMISSIONER BROWN

Dr. Lee P. Brown was appointed Commissioner of the New York City Police Department on January 22, 1990.

Commissioner Brown's long and distinguished career in law enforcement began in 1960 when he joined the San Jose, California Police Department as a patrolman. Some eight years later, he established the Criminal Justice Program at the Portland State University.

In 1972, Dr. Brown joined Howard University in Washington, D.C., becoming Associate Director of the Institute for Urban Affairs and Research. He also held the academic rank of Professor of Public Administration and Director of Criminal Justice Program.

He returned to Portland in 1975 to serve as Sheriff and Director of Public Safety for Multnomah County. The next year he was appointed Director of the Department of Justice Services, a department comprised of all the county's criminal justice agencies.

Commissioner Brown served as Public Safety

"Officers on the beat are probably the most knowledgeable about what goes on out there on the streets of our city. They are creative, intelligent people ... Our role is to ensure that cops on the beat are successful in carrying out their responsibilities."

Commissioner in Atlanta, Georgia for four years and as Chief of Police in Houston, Texas for eight years before joining the New York City Police Department.

Commissioner Brown holds a Master's and Doctorate Degree in Criminology from the University of California at Berkeley, a Master's Degree in Sociology from San Jose State University, and a Bachelor's Degree in Criminology from Fresno State University.

Dr. Brown has authored many articles and papers on police management, community relations, crime and the criminal justice system.

He is the co-author of a book — *The Police and Society: An Environment for Collaboration and Confrontation*.

Commissioner Brown is also active in many professional and civic community organizations. He was elected President of the International Association of Chiefs of Police in October 1990, the first New York City Police Commissioner to hold the post.

Q. *You came to the New York City Police Department with a clear agenda: to guide the department in its transition from traditional policing to community policing. Have you made progress? What have been your greatest achievements? And what have been your greatest obstacles?*

A. We've made tremendous progress. In achievements, we now have a plan that's laid out that's the cornerstone of the city's overall crime control plan. It's called Safe Streets, Safe City. We have guaranteed funding to increase the size of the New York City Police Department, we have a model precinct that's implementing the concept of community policing with resources necessary to do so. We have a Phase I implementation plan to implement community policing in all precincts. So we've come a long, long way in a short, short time to institutionalize community policing. We are now in the process of institutionalizing it by performing some 57 major tasks, from who do we recruit to how do we evaluate them. We've made tremendous progress. Our only obstacle at this point in time—it's really not an obstacle, it's just a matter of time—that we're not staffed where we will be by the end of 1995, and that's our major concern right now.

There are many more cops on the streets dealing not with crime but the fear of crime. The vision is being implemented I think that's the major achievement.

Q. *What do you expect from*

your management team?

A. I expect my management team to operate as a corporate board. By that I mean that they have to be a part of everything that we do and not just their area of responsibility, but operate in the best interest of the Department. So whoever's in charge of Patrol must also be concerned about Detectives and vice versa. I want them to have a corporate mindset, in providing leadership and direction to this Department.

Q. *You created a new position, Deputy Commissioner for Training. Why did you do that, and why did you put training into civilian hands?*

A. Well training is critical as we make the transition. I wanted the person who was most capable of carrying out the agenda of revamping training and delivering services, and the best person turned out to be a civilian. And as a result of that, we are now placing a high priority on training, whether it's recruit training, in-service training,

supervisory training, management training. All of it is done to provide the support necessary to move from our conventional policing to community policing. The person we selected happens to be one of the most knowledgeable trainers in the country when it comes to community policing. We wanted the best and we got the best. It's critical to what we do.

Q. *Community policing gives a great deal of latitude to the cop on the beat, whose traditional position has been at the bottom of the power pyramid. How will you deal particularly with the mid-level supervisors who may be threatened by this new independence for their subordinates?*

A. We don't expect that in reality, anybody will be threatened. It's just a new way of looking at how we do business. Now we say that the Patrol Officer becomes a very important person because he or she is the person who is out there delivering services. We say that all the time. What we want to do in

New York City is to make it a reality. As we change the role of Patrol Officer, we also have to change the role of everyone above the Patrol Officer. That means we go about the business of giving orientation, training and guidance to what those new roles mean. As with and change, there is going to be some anxiety because of the unknown. The challenge for management is to manage change so that no one is threatened by it.



Q. How do you open supervisors to ideas coming from the people they're used to giving orders in a structure which usually goes from the top down?

A. The concept is not new. We talk about team building. We talk about participatory management. Those are old concepts in management. What we have to do is to incorporate that into what we are doing. We're not saying that supervisors are not accountable. They are still going to give direction, they are still going to be held accountable. What we're saying is add a new dimension to what you do. We want you to know that other people have something to contribute too, that the officers on the beat are probably the most knowledgeable about what goes on out there on the streets of our city. They are creative, intelligent people. So we have to change from a command orientation, an authoritative orientation to one where we're all open to the fact that everyone has something to contribute. That is a matter of training, a matter of orientation. We're starting from the top down to make sure that all of our managers understand the new direction that we're taking. And to the extent that the Police Commissioner can accept it from his executive staff, my executive staff can accept it from those below them, and all the way down to the first line supervisors, letting them know that there is nothing wrong with letting their officers use their creativity, their



judgement in solving problems that they are responsible for. It's a roll change. We change the role of the cop on the beat, then everybody else has to change including the Police Commissioner. Our role is to ensure that cops on the beat are successful in carrying out their responsibilities.

Q. How will community policing improve the cop's job? How will it improve the quality of life for New York City's citizens?

A. Experience certainly tells us that there is much more job satisfaction under community policing than under our conventional style. Right now our officers spend all their time running from one call to another, being managed by 911. There's not much satisfaction in spending your whole tour of duty running from one call to another. Under community policing, officers will be able to see the fruits of their labor. They can see that they're making a difference in people's lives. For the community, it is

an opportunity to really share in the responsibility. The end result should be a reduction in crime and the fear of crime. The end result should be better neighborhoods.

Q. Why are values important in community policing? How do you expect these written values to be assimilated in such a large organization?

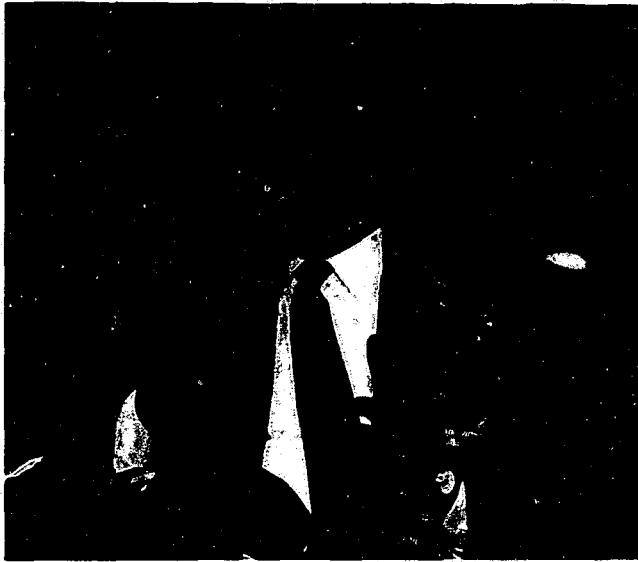
A. Values represent what an organization believes in. If we do not manage the values by articulating them, by reducing them to writing, then no one has the collective knowledge of what the organization stands for. We'll use values to determine policy, procedure, programs and ultimately how services are delivered throughout the city of New York. Values represent more than just reducing them to writing. We have to use values in everything we do. Our values reflect who we want to work here, how we train them, how we treat people. Our values reflect how we treat each other. So values really become the cornerstone of everything we do because they reflect what's important to this organization.

ON SOME MORE SPECIFIC ISSUES:

Q. There has been an ongoing campaign to remove police involvement from the CCIB. Why do you oppose and all-civilian investigative process?

A. I'm not proposing an all-civilian investigative process. I believe that what we have right now is the

ideal. It gives a mixture of the police and civilians. Right now we have a board that's made up of six civilian employees of the Department and six citizens at large; and people at large; an appropriate



mixture of people who have intimate knowledge of police operations and those who represent the community. Our investigators are a mixture of police and civilians. I think that's the best of both worlds. It works well. I don't know of any system that would improve upon it, so we're very happy with what we have. Clearly, management is responsible for discipline. I would certainly oppose any effort to remove that tool from management. Management—in this case the Police Commissioner—is responsible for the integrity of the Department. To remove that tool from management would erode accountability. Along with accountability must come responsibility. So if you view, as I do, discipline as a tool of management,

you can't remove that tool from management and then hold it accountable for what happens.

Q. *What is the status of your testing of Glock's? Other police agencies across the country have adopted 9mm guns. The police themselves want them. Why don't you?*

A. We have a pilot project right now, starting off with some members of the Department in plainclothes using Glock's. We've taken another phase of that by having some uniformed personnel—the drivers of ser-

geants—using Glock's. I don't want to adopt a weapon just because it's fashionable to do so. We have to look at the implications for New York City. Just because others do, that does not translate into what's best for us. My concerns are twofold: one, to ensure the protection of the officer. At this point in time, the evidence in New York does not suggest a change is warranted. Two, the protection of the public. Again, at this point in time, we have to ensure that a change is based upon actual experiences in New York City. That's the reason. The overriding concern is protection of the officer and the public. One thing I do know is that revolvers don't jam on us. We do know the Glock has jammed. That's a safety issue for the officers.

Q. *Do you envision a day when all or most RMP's will be one-man patrol cars?*

A. No, I don't think we'll ever have a day when all are one officer patrol cars. Even in discussing the issue of one officer per car my paramount and overriding concern is the safety of the officers. Even if we had one officer cars, which we can do under some circumstances right now, I want to make sure that we have enough one officer cars so that if we need two officers, we can roll two cars. So no, I do not.

Q. *In your own career, you have put a high value on education. What advice do you have for members of the NYPD? Do you think a college degree should be a prerequisite for becoming a cop? If so, why?*

A. I do have a high value for education, but I'm not prepared to change our entrance requirements right now. But we do have educational requirements for promotion, and I think that's satisfactory for us at this time. I think when we look at the complexities of society and the complexities of police work, then clearly education should become a prerequisite for doing police work. If education does its job, it produces someone who's knowledgeable about the issues we have to deal with. I believe, for instance, that someone who has studied sociology understands the dynamics of groups and why we have to deal with certain problems; or psychology, they understand the mind and the people we have to deal with; or political science, and they understand the

structure of organizations and government and what that means in terms of police work. When all is said and done, I think it makes the police officers job easier and more understandable by having that college education. I would hate to think that I would have to do what I have to do as Police Commissioner without the educational background that I've been fortunate enough to receive.

Q. Before you got here, there were numerous disputes over turf between the Fire Department and the Police Department. Was this resolved, and if so, how?

A. After the Fire Commissioner was appointed, he and I sat down and were worked out a protocol that answers all the questions. My experience since being here suggested that most of the work on the streets did not result in conflict, that we have worked out any unanswered questions and that it's working very well. I have responded to many scenes where it's police and fire together, and they're working well. I think that most of the firefighters as well as most of the police officers recognize their responsibility. The overriding interest is the safety of the people. They do not dicker and argue when that's at stake. If any disputes take place, they are not at the scene where they're delivering services. So I'm very pleased with what we're doing right now.

Q. What lessons did we learn from Operation Take Back? Some have pointed out that Take Back relied on

traditional policing methods. As proponent of community policing, what do you make of this?

A. Well there's nothing at all wrong with traditional policing methods to begin with. When we talk about community policing, we're not going to stop doing all the things we've done before. We're going to continue to arrest violators; we're going to continue to patrol the streets; we're going to continue to issue summonses. It would be a mistake to assume that community policing means that we don't continue to do what we've done under traditional policing. Rather, it's an add-on with certain modifications; it takes the best of traditional policing and adds some thoughts we've had about community policing.

And so, Take-Back was an enforcement strategy. It involved doing a number of things, a concentration of resources in an area where we had high incidences of crime in order to enforce the law. We'll do that under community policing as well. It involved a visible police presence on the streets. We'll do that under community policing as well. But Take-Back was basically an effort to isolate a problem and then bring to bear the resources we have to solve the problem. That's community policing.

Q. You have set an enormous task for yourself. Are you up to it?

A. Of course. I've been in this business for over three decades. I have a good sense of what policing should be about. Coming to New York gives me the opportunity to do that, because New York is a good police department. It's not like I'm having to take a ship and turn it around. But rather there are people here, the managers, the supervisors and the officers, who are the best police any place in the world. Combining the two, that is, my experience over the last 30 years—and the last 15 years prior to getting here actually running police agencies—and the NYPD as the premier police agency in America, we would do ourselves a disservice if we did not continue



to be the leaders in law enforcement. The future of policing in America, if not the free world, is community policing. It's only right an logical that New York be in the forefront.

B L U E P R I N T F O R **C** H A N G E



A PLAN IS DRAWN

In October 1990, for the first time in a quarter century, a comprehensive study of personnel needs of the New York City Police Department was undertaken. It documented that staffing had not kept pace with increased crime and the demands on police service. With its recommendation to increase the uniformed strength of the department, the Staffing Study became the cornerstone of the Mayor David N. Dinkins' "Safe Streets, Safe City" plan. But increased uniformed strength was only part of it. Under the direction of Police Commissioner Lee P. Brown, the Police Department adopted a new philosophy operational and dominant style called community policing. With community policing, new and veteran officers alike would forge problem-solving partnerships with neighborhood residents and merchants to reduce crime and improve the quality of life in the city. A blueprint for change had been drawn.



Police radio runs increased 132 percent over 15 years.

The 1990 Staffing Study of the New York City Police Department measured calls for service, crime and arrest activity and compared them to the experience of 15 and 20 years ago. The study found that radio runs per precinct had increased by 132 percent between 1974 and 1989. For every

The number of crimes the individual officer had to deal with increased by 60 percent over 20 years.

police officer, the number of crimes she or he had to deal with increased by 60 percent over the last 20 years (1970 through 1989). During the same period, uniformed strength of the Department fell by 19 percent.

*"Safe Streets, Safe City,"
is a giant step
toward putting more police
back on the street.*

As the "Safe Streets, Safe City" plan is implemented, the Department will redress the historic drain on the precincts. For example, we will significantly increase the size of each borough task force so that when there is a

demonstration or some other special occurrence in some part of the city, we won't take cops away from precincts to meet demand.

City-wide, the Police Department will experience a 23 percent increase in uniformed members. However, through civilization, redeployment and the consolidation and elimination of specialized units, we will increase actual patrol strength by 50 percent.

"Safe Streets, Safe City" is a giant step toward putting more police back on the street. It advances our mission to make the police a highly visible, problem-solving partner in the community.



New and veteran officers alike are forging problem-solving partnerships and building trust in the neighborhoods they serve.



FIREARMS POLICY



An independent Firearms Policy Review Committee appointed by Police Commissioner Brown reported in November 1990 that despite an increase in violent crimes of 13 percent over the last decade, the New York City Police Department demonstrated increasing restraint during the same period, with a 12 percent decrease in the use of deadly force.

The blue-ribbon panel attributed the decrease to comprehensive training, an increase in the use of non-lethal weapons, and the practiced restraint inherent in the Department's firearms policy.

Training, non-lethal weapons, and inherent restraint led to a decrease in police use of deadly force, despite the rise in violent crime.



The Committee consisted of the following members: Chairman, John Glover, Vice-President of Corporate Security for Bristol-Meyers, Squibb Company; Ronald McCarthy, Manager of the Center for Advanced Police Studies, International Chiefs of Police; Michael McNulty, Vice President of Corporate Security, Rockefeller Center; Antonio Morales, attorney and adjunct professor at John Jay College of Criminal Studies; and Patrick V. Murphy, Director of the Police Policy Board of the U.S. Conference of Mayors and former New York City Police Commissioner.

NEW RECRUIT CLASSES



With a new emphasis on street visibility via additional foot patrols, the Police Department set out to recruit the finest candidates for the "Finest."

The Recruitment Unit began working with the Board of Education to develop civil service career training programs in high schools. A vigorous campaign to attract and process qualified recruits resulted in the appointment of two classes totaling 2,607 probationary police officers assigned to the NYPD.

The October 1990 class was one of the largest in Department history.

While upgrading and expanding its investigative procedures, the Applicant Processing Division opened 12,650 new cases in the search for qualified recruits.

Graduates of the 1990 classes were immediately assigned to the city's 75 patrol precincts under supervisors who had specialized community patrol train-

*A vigorous campaign
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October 1990 at Madison Square Garden: Commissioner Brown told on of the largest graduation classes in NYPD history, "You are coming of age at a time of great change ... and great expectations for this city and its police."



ing in problem solving methods.

New officers patrolling ethnically diverse neighborhoods benefited from changes made during 1990 in the Police Academy's social science curriculum. The expanded curriculum followed meetings with community leaders and representatives of various cultures.

During 1990, new officers were

The Police Cadet Corps continued to help the department hire more college educated recruits.

assigned to existing Community Policing units, where, in addition to receiving required field training from their own supervisors, they could observe experienced beat cops on patrol.

Meanwhile, the Police Cadet Corps continued to help the Department hire more college-educated recruits. During 1990, 95 cadets were promoted to the position of probationary police officer. An additional 86 cadets were hired and, with financial aid from the city, are now com-

Operation Take-Back showed that saturating high crime areas with uniformed foot patrols paid off...

pleting their degree requirements while continuing police training .

Operation Take-Back showed



that saturating high crime areas with uniformed foot patrols paid off in lower felony complaints and more felony arrests.

Take-Back kicked off July 23, 1990 in seven precincts, one in each patrol borough. Specific target areas were selected based on violent crime statistics, particularly robberies and homicides.

Under the first phase of the operation, 180 uniformed officers and 13 supervisors were assigned daily to the seven designated precincts on overtime tours. In December, Take-Back expanded to another six precincts, providing them with an additional 192 uniformed tours daily.

Anticrime and narcotics units supported the increased uniformed patrols by conducting operations in Take-Back target areas. Additional investigators were assigned to detective squads in Take-Back precincts. Other specialized patrol units also stepped up enforcement activities in the designated areas.

The results were telling. In the original Take-Back precincts—Midtown South, 34, 44, 67, 75, 103 and the 120—felony complaints dropped 9.2 percent. Felony arrests soared 20.2 percent

compared to the same 37 week period a year earlier.

The Department's efforts to bolster the number of officers on patrol each day resulted in several

redeployment programs during 1990.

Operation All Out began on April 30 and by the end of the year, it accounted for an addition-



All in a day's work: Grandma was locked out, with her precious grandchild inside, until the lock-picking expertise of the NYPD was used to reunite the two.

Programs designed to deter crime and make police officers more accessible were utilized.

al 56,067 uniformed tours.

In its first phase, All Out required officers and detectives assigned to precinct or borough clerical or support staff positions and specialized units to spend one day per week in uniform on patrol. Officers normally assigned to crime prevention, highway safety and auxiliary police coordination were among those affected. Officers assigned to precinct Anticrime or Street Narcotics Enforcement Units were also required to perform uniformed patrol one day each week.

In August, All Out was expanded to include officers assigned to administrative support units at Police Headquarters and throughout the Department.

Other programs designed to make uniformed officers highly visible were also utilized.

Traffic cops have always been a welcome sight to gridlock-weary

New Yorkers. Beginning on June 8, rush hour motorists and pedestrians at thirteen of the city's busiest intersections were assisted by specially deployed traffic officers.

While traffic control was an important objective in these strategic placements, the traffic posts were primarily designed to deter crime and make police officers more accessible to walking and driving New Yorkers.

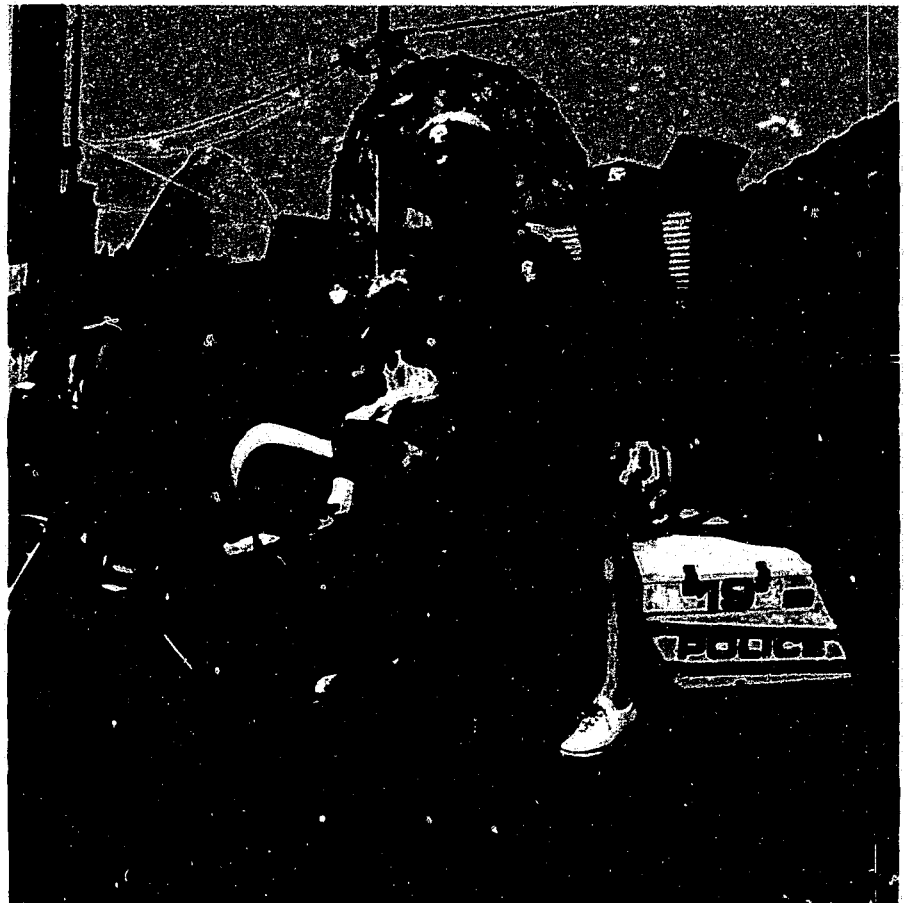
Finally, the Department directed certain special assignment officers, who had routinely worked in

plainclothes, to wear uniforms. These included precinct youth, community affairs and crime prevention officers citywide.

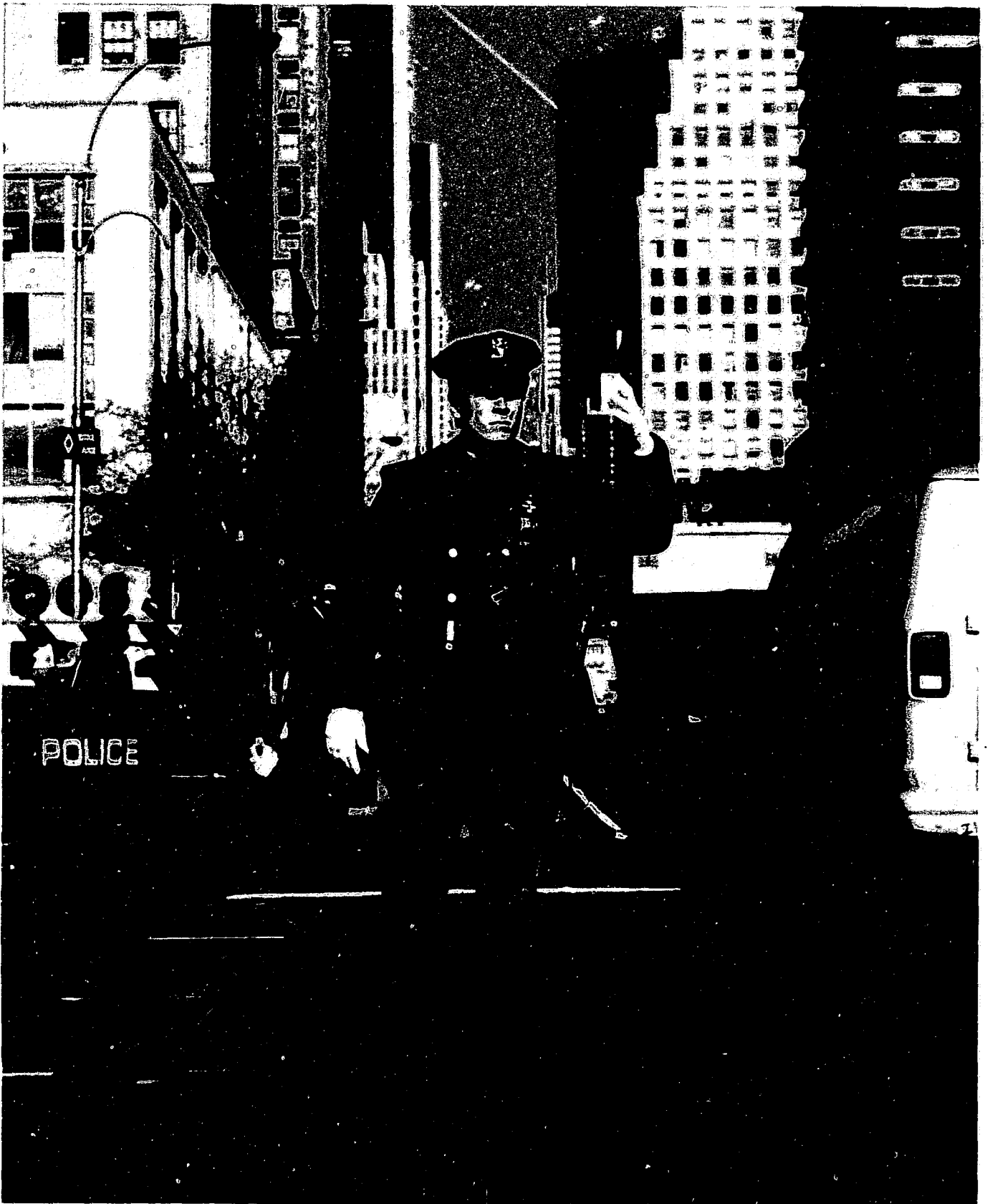
Operation Be Seen began on July 18.



Operation All Out was used to increase police visibility.



At Coney Island, children of police officers killed in the line of duty get together for a day of rides, sun and fun, all in the police family.



REACHING OUT TO THE COMMUNITY



Often, the public impression of the police is that of a blue and white motorized blur racing to emergency jobs. During 1990, the volume of 911 calls soared to 8.7 million, adding to this perception. However, the Department made great strides during 1990 to enhance personal interaction between police officers and citizens.

The Park, Walk and Talk Program was introduced August 24. It called for taking police officers normally assigned to patrol in marked cars and immersing them in community policing. Another objective of Park, Walk and Talk was to provide high visibility foot patrols in busy areas.

Neighborhoods targeted for the



Park, Walk & Talk was designed to get police officers out of their cars and into the community.

pilot project included Chinatown, the West Village and the Upper West Side in Manhattan; Kensington and Williamsburg in Brooklyn; Jackson Heights in Queens, Eastchester in the Bronx and New Dorp on Staten Island.

Under the Park, Walk and Talk pilot, each sector car team in a precinct on the day and evening shifts were assigned to

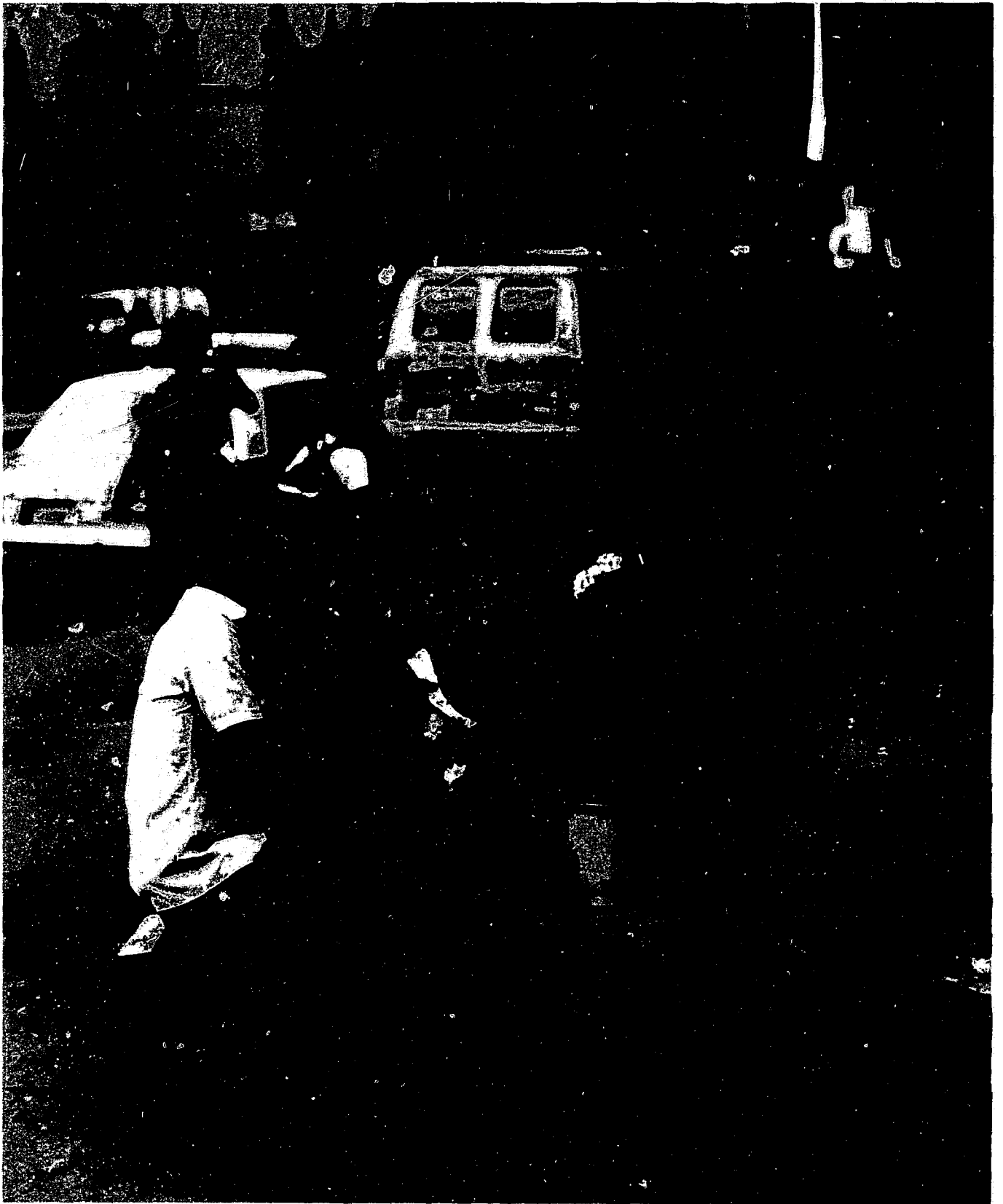
park for an hour and patrol certain streets on foot. Radio dispatchers were instructed not to assign jobs to radio teams on Park, Walk and Talk duty unless all other precinct resources were tied up. The

officers, however, continued to monitor their radios and remained available for priority assignments.

Officers on Park, Walk and Talk were expected to introduce themselves to neighborhood community and business people and discuss crime problems or other issues with which police could assist them.

By year's end, officers

By year's end over 5,000 "Park, Walk & Talk" tours had been logged in the pilot precincts.





in the pilot precincts logged 5,292 Park, Walk and Talk assignments.

During 1990 the Police Department continued to forge its crime-fighting partnership with New Yorkers: Residents, merchants, schools and religious

In the course of a year, uniformed police officers assigned to SPECDA taught over 200,000 school children about the dangers of drug abuse.

institutions joined officers city-wide in preventing and attacking crime.

Police officers continued to teach fifth and sixth graders about the hazards of drug abuse via the School Program to Educate and Control Drug Abuse, or SPECDA. During the 1990 school year, some 213,622 grade school children learned about

the realities of drug abuse from officers who have seen the ravaged bodies of addicts and

The Police Department mounted a block-by-block campaign to prevent and combat crime...

innocent people wounded in the crossfire of parasitic drug traffickers.

SPECDA personnel held special assembly programs for an additional 37,657 older children and 11,497 parents during 1990. SPECDA is the only citywide drug education program designed to reduce society's demand for illegal drugs by making youngsters aware of the horrors of addiction.

The Police Department mounted a block-by-block campaign to prevent and combat crime during 1990. Under Adopt-A-Block, local clergy, aided by Community Affairs officers from local precincts, led drives to organize their communities, starting with the blocks where their religious institutions were located. The goal is to eventually mobilize whole neighborhoods, allowing them to take better advantage of

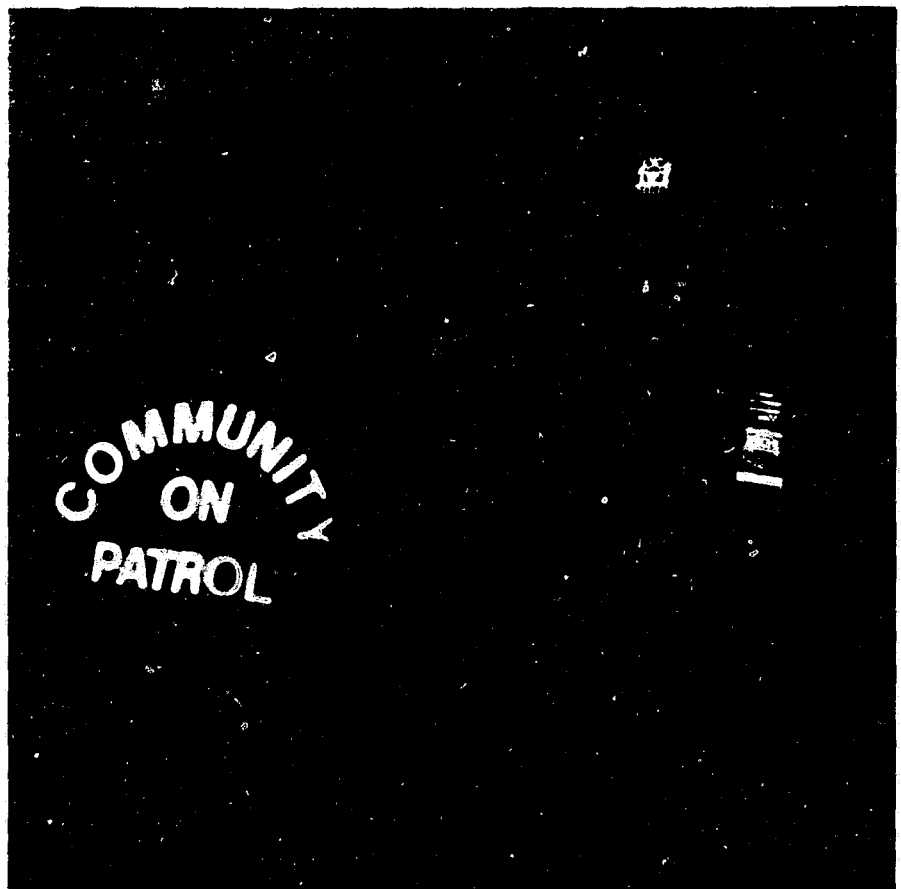
police assistance and other city agency resources.

Meanwhile, the Cop's Block Program gave officers in the 63 and 69 Precincts responsibility for one to five specific blocks. The pilot project, which provided beats much smaller than those under CPOP, was designed to build trust and cooperation among officers and neighborhood residents. Officers were encouraged to make as many contacts as possible among residents and merchants on their assigned blocks, offering appro-

priate assistance whenever necessary.

Community On Patrol, or COP, began late in the year, giving additional citizens the opportunity to help patrol their own neighborhoods, often in the company of their community patrol officers. Citizens were trained in crime reporting, issued identification cards and given orange jackets emblazoned with the words:

**Community on Patrol:
Civilian volunteers in
distinctive jackets
joined police officers
on foot patrol.**



"Community on Patrol."

During the summer of 1990, an average of 5,000 youngsters each day escaped the danger inherent in their drug-infested neighborhoods by attending enriched summer recreation programs run by the Police Athletic League.

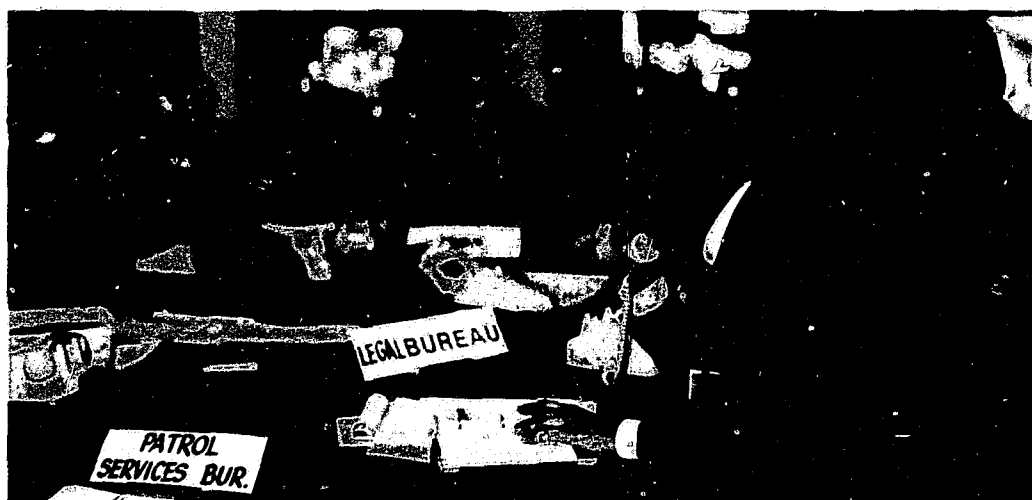
Kids and Cop: a day away from the streets.

An average of 5,000 youngsters participated in summer programs sponsored by the Police Athletic League.

P.A.L. Playstreet Program expanded from 7 locations in 1989 to 25 playstreets in 1990. P.A.L. professional youth workers joined officers on temporary summer assignment from SPECDA in bringing wholesome summer fun to youngsters who reside in drug-prone locations.



NYPD: PLAYING HOST TO THE WORLD



New York's stature as a world hub for international politics, finance and entertainment did not diminish during 1990. Nelson Mandela kicked off his eight-city American tour here, drawing an estimated two million spectators in New York City.

As with all major events, the NYPD was called upon to plan routes and provide security, crowd control and public information.

The city hosted President Bush three times during the year. The Democratic National Convention Site Selection Committee visited and later chose New York

to host its 1992 convention. Billy Joel played a series of concerts at Yankee Stadium in June; environmentalists turned out by the hundreds of thousands to celebrate Earth Day in Central Park and sailors in dress whites once again toured city sights during the annual Fleet Week celebration.

Of course, not all of the year's major events were celebrations. A major oil spill on Staten Island, a blackout in lower Manhattan, labor tensions at the Daily News and unrest at Rikers Island tapped Police Department resources and tested the training and professionalism of its officers.

Manning the phones for centralized command and control. More than 12,000 uniformed personnel were deployed during Nelson Mandela's three-day visit. It prompted the most elaborate security measures taken since Pope John Paul II came to New York in 1979. The African National Congress leader arrived June 20th on the first stop of his 12-day U.S. tour.

New York's Finest policed all his public activities: his arrival at JFK, a ticker tape parade in lower Manhattan's Canyon of Heroes, his address before the United Nations General Assembly and a

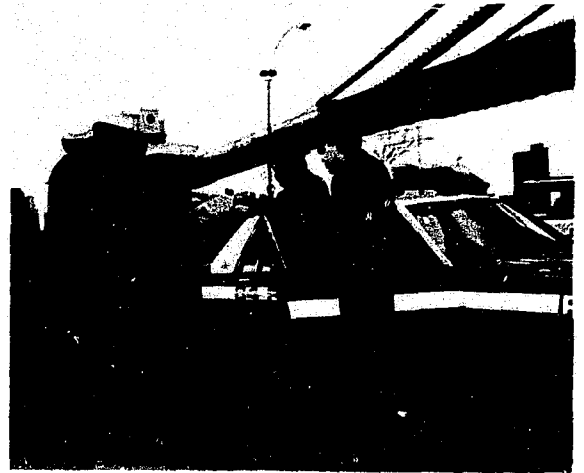


ceremony with Mayor Dinkins at City Hall.

NYPD helicopters flew overhead as Mandela's 40-car motorcade, lead by two dozen police motorcycles, negotiated his busy schedule. Mandela's appearance at a Harlem rally drew 80,000 people while some 52,000 spectators packed Yankee Stadium to see him.

The year's three presidential visits provided the usual challenges involving traffic and crowd control. In July, President Bush, in town for a Republican fund-raising dinner, was picketed at the Waldorf Astoria by more than 700 angry protesters. The demonstrators, some of whom had rented rooms in the hotel, were members of the National Organization for Women and Act-Up, the AIDS Coalition to Unleash Power. Officers arrested 37 persons inside and outside the hotel.

Meanwhile, Mayor Dinkins' efforts to court the Democratic National Convention Site Selection Committee paid off. In July, the mayor signed a contract naming New York host city for the Democrats' 1992 convention. The city planned to spend \$20 mil-



Each year, New York welcomes sailors from the U.S. and around the world as part of Op-Sail.

lion to get ready for the convention. City officials estimated the 35,000 delegates, guests and news reporters expected to attend the convention will pump \$100 million into the local economy.

The Police Department of course had already initiated plans for the convention two years in the future.

In April, three quarters of a million people converged on Central Park to commemorate Earth Day. Parks Department officials later lamented that the celebrants left behind 154 tons of garbage, less than three percent of it recyclable.

The next day, 500 police officers were deployed to Wall Street, where a coalition of 60 environmental groups from the United States and Canada attempted to shut down the New York Stock Exchange. Police made more than

Police Commissioner Brown met with South Africa's Nelson Mandela during his historic visit to New York City.

NOTABLE **E**NFORCEMENT



NOTABLE ENFORCEMENT ACTIVITY



Investigating sensational cases under the harsh glare of publicity is often the lot of New York City detectives and 1990 was no exception. An arson blaze at a Bronx social club took 87 lives, the city's deadliest fire since the Triangle Shirtwaist blaze in 1911. A young tourist from Utah was stabbed to death protecting his mother from subway muggers. A retired detective was fatally shot in a Manhattan subway car.

In addition, specialized units within or assisted by NYPD personnel initiated or completed scores of successful operations against drug smugglers, gun dealers and organized crime.

In many investigations, new technological advances aided crimefighting efforts. Also, the Police Department vigorously sought to streamline booking, arraignment and court procedures during the year.

Technological advances assisted in crime fighting and streamlining bookings and arraignment.

Detectives on major cases throughout the city apprehended suspects and built solid cases under intense pressure and public scrutiny. It took less than 12 hours for detectives in the 48 Precinct to identify and apprehend the arsonist responsible for the Happy Land social club fire. Julio Gonzalez was charged with setting the blaze after arguing with a former girlfriend who worked at the club.

The Statewide Automated Fingerprint Identification System went on line, making fine distinctions and quick identification possible.

A joint investigation by NYPD and Transit Police led to the arrest of eight youths who attacked the Watkins family from Provo Utah,

as they waited on a subway platform at 53rd Street and Seventh Avenue. Brian Watkins, 22, was fatally stabbed defending his mother.

An elderly woman was dragged to her death on Park Avenue

Detectives investigated 27 kidnappings during the year. All of the victims were safely returned, and 41 suspects were arrested.

after a man grabbed her purse from a moving vehicle. Detectives made an arrest after a month-long investigation. In August, a young assistant district attorney was gunned down in a drive-by shooting as he stopped near the courthouse to buy doughnuts. The apparent target of the shooting escaped unharmed. Within 12 hours of the murder, two suspects were under arrest.

The case of David Oponete, an 11 year-old who was set on fire by another youth, triggered national media attention and a hospital visit from former President Ronald Reagan. The 13-year-old responsible was apprehended the same day as the attack, calming a

community which feared similar attacks on schoolchildren.

In October, retired New York City Detective Irwin Rutman was gunned down trying to help another passenger who was being robbed. In December, detectives tracked down a suspect who was indicted for murder. Three suspects were arrested in the shooting of Police Officer Troy Patterson. Patterson was off duty, washing his car, when he was shot in the head during an attempted robbery. The attack left him in a coma.

In August, a patrol officer arrested a 23-year-old Bronx man believed responsible for approximately 50 knifepoint robberies in the Parkchester area. Most of his victims were senior citizens.

During the year, detectives investigated 27 kidnappings. All 29 victims were safely returned and a total of 41 suspects were arrested. A total of 16,686 missing person cases were investigated with detectives clearing 96 percent of the cases reported.

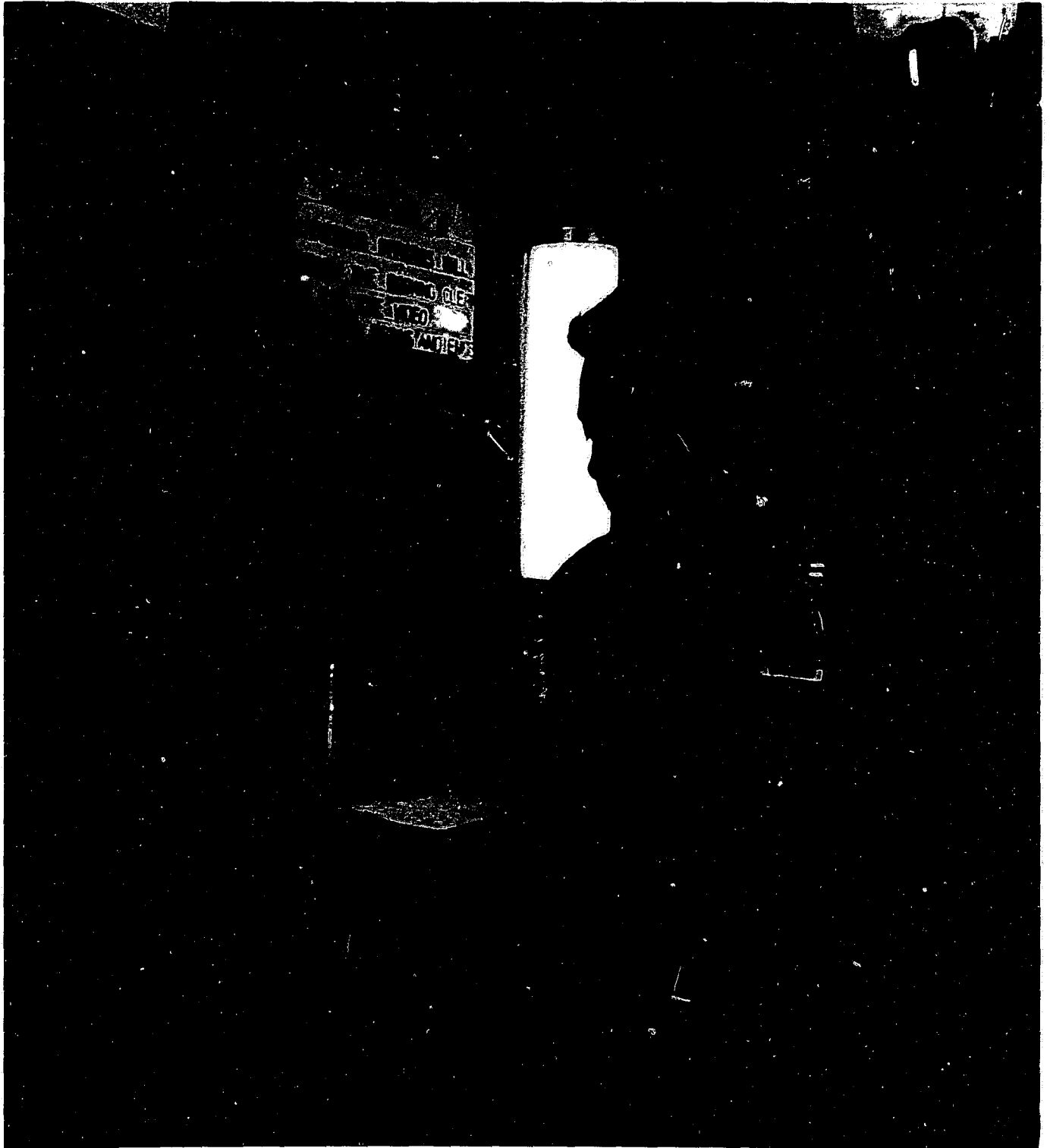
During the year, specialized drug and gun enforcement units turned up the heat on major dealers. The New York Drug Enforcement Task Force and the various borough narcotics districts wrapped up dozens of major investigations, seizing vast quantities of drugs, cash and guns. In January, for example, the

NYDETF, executed search warrants in Brooklyn, Fishkill and Puerto Rico. Five suspects were arrested, including the man who was running the drug operation from his Fishkill jail cell. Two million dollars and two kilograms of cocaine were seized. In April, Brooklyn North Narcotics, in a joint operation with U.S. Customs, seized three plastic diecast molding machines and more than 5 million crack vials. It was the first case where crack vials were found to have been manufactured in the United States.

A firearms task force was created in August of 1990 to infiltrate illegal gun trade rings. Dubbed Operation Intercept, it was a joint endeavor of the Organized Crime Control Bureau and the federal Bureau of Alcohol, Tobacco and Firearms. By the end of the year, the task force, which used "buy and bust" techniques employed by OCCB narcotics units, had made 44 felony arrests and seized 118 firearms and more than 2,000 rounds of ammunition.

Felons who leave fingerprints at crime scenes stand a better chance of getting caught thanks to the Statewide Automated Fingerprint Identification System, or SAFIS. The \$44 million dollar computer went on line in January

Video teleconferencing allowed police officers and prosecutors to consult without time-consuming travel.



of 1990. The computer is capable of making fine distinctions among hundreds of thousands of prints in its data base. Identifications have been made on cases as far back as 1973.

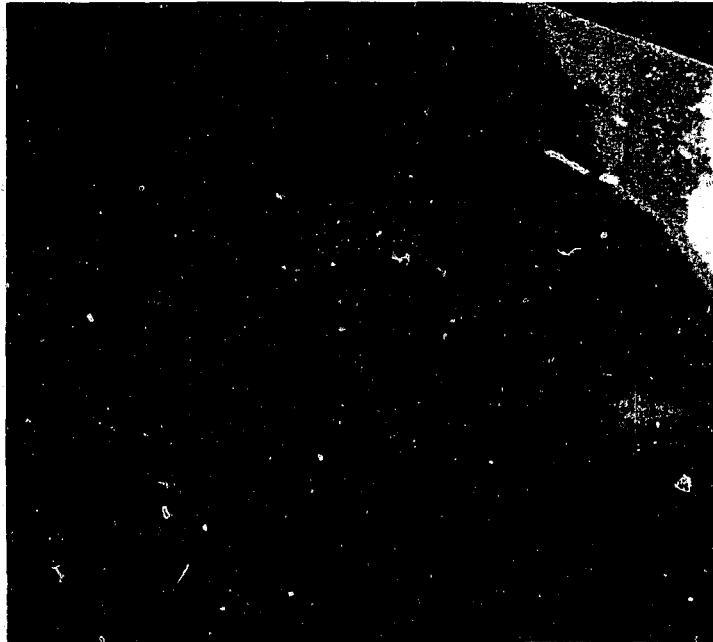
During the year, the Latent Print Unit logged in 1,224 major cases where prints submitted were found to be "of value" for identification purposes. Latent Print specialists made some 241 identifications, a 19.6 percent hit rate. The majority of those hits were made based on SAFIS identifications.

Several pilot projects to streamline the arraignment process were implemented during the year. The Computerized Arraignment Tracking System began in Manhattan and Brooklyn. CATS computerized the entire fingerprint process, eliminating redundant logbooks and allowing any supervisor to check prints from any On Line Booking Sheet terminal. The system also provides instant information on the status of any prisoner awaiting arraignment.

The Department continued to expand its Court Affidavit Preparation System, or CAPS, in Queens and Brooklyn. Under the project, police officers draft their

own affidavits. The program is credited with saving millions of dollars in police overtime as well as getting officers back on the street at a faster pace.

Another technological advance employed by the Department in 1990 was video teleconferencing. Police officers making arrests in



Manhattan's 25, 28 and 32 Precincts were able to consult with prosecutors using video-telephone hookups, making it unnecessary for those officers to travel to lower Manhattan for processing.

Citywide, arrest to arraignment time dropped from 40 to 34 hours during the year, a 15 percent decrease from 1989.

Motor vehicle thefts jumped nearly 10 percent during the year,

from 133,681 reported in 1989 to 147,123 in 1990. In November, the Department began a comprehensive program to reduce auto larceny. Uniformed officers were encouraged to make more car stops. Vehicle checkpoints were established in high auto theft areas, manned by police officers

in marked and unmarked vehicles equipped with computers tied in to motor vehicle records.

Precincts stopped taking complaint reports for stolen vehicles by telephone. Uniformed officers investigate all reports and car owners have been asked to provide additional information not previously required.

The successful Combat Auto Theft program went citywide during 1990. Car owners

display decals on their vehicles and sign consent forms saying the cars are not normally used between the hours of 1:00 and 5:00 a.m. This allows officers to legally stop cars on the road between those hours. As of December 1990, 71,663 vehicles were registered in this program. Of those, 138 were subsequently stolen; 21 of those stolen were recovered and eight arrests made.

1990 STATISTICS

N.Y.P.D.
ANNUAL REPORT

**CALENDAR YEAR 1990
TOP 25 CITIES RANKING BY RATE PER 100,000 POPULATION**

TOTAL CRIME INDEX

CITY	RATE
1 Dallas	15684.4
2 Seattle	12646.4
3 San Antonio	12295.5
4 Detroit	12055.1
5 Boston	11732.0
6 New Orleans	11691.3
7 El Paso	11233.6
8 Phoenix	11229.8
9 Columbus	10955.5
10 Washington D.C.	10826.0
11 Houston	10789.0
12 Baltimore	10219.5
13 Jacksonville	10174.8
14 Milwaukee	9719.0
15 New York	9637.4
16 Los Angeles	9343.0
17 San Francisco	9314.7
18 Memphis	9254.6
19 San Diego	9244.5
20 Cleveland	8796.4
21 Las Vegas	8196.2
22 Nashville	7849.9
23 Denver	7333.2
24 Philadelphia	6901.9
25 San Jose	5025.3

ANNUAL F.B.I. CRIME INDEX FOR NEW YORK CITY

	<u>1988</u>	<u>1987</u>	<u>+/-</u>	<u>%</u>
Murder and Non-Neg Manslaughter	2245	1905	340	17.8%
Forcible Rape	3126	3254	-128	-3.9%
Robbery	100280	93377	6903	7.4%
Aggravated Assault	68890	70951	-2061	-2.9%
Burglary	119927	121322	-1385	-1.1%
Larceny-Theft	268620	287749	-19129	-6.6%
M.V. Theft	147123	133861	13262	9.9%
Total Major Crimes	710221	712419	-2198	-.3%

ARREST ACTIVITY BY NYPD

	<u>1990</u>	<u>1989</u>	<u>% +/-</u>
Murder and Non-Neg Manslaughter	1437	1292	11.2%
Forcible Rape	1306	1360	-4.0%
Robbery	28957	28714	.8%
Felonious Assault	20900	22401	-6.7%
Burglary	10738	12865	-16.5%
Grand Larceny	9635	11145	13.5%
Grand Larceny M.V.	14518	16242	10.6%
Other Felonies	69669	69368	.4%
Total Felonies	157160	163387	-3.8%
Total Misdemeanors	124549	135833	-8.3%
Total Violations	3707	4224	-12.2%
Grand Totals	285416	303444	-5.9%
<u>Narcotics Arrests</u>			
Felonies	48224	49579	-2.7%
Misdemeanors	32909	45308	-27.4%
Violations	227	342	-33.6%
Total	81360	95229	-14.6%

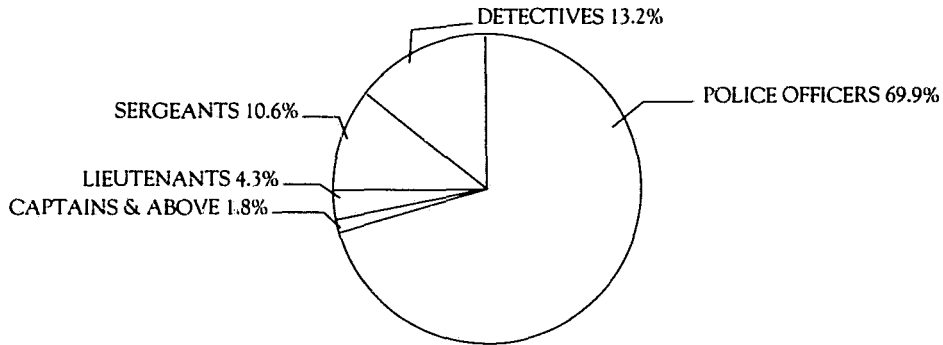
911 CALL VOLUME

Calls to 911.....	8,663,627
Radio Runs Generated.....	4,128,323
Average Daily Radio Runs.....	23,736

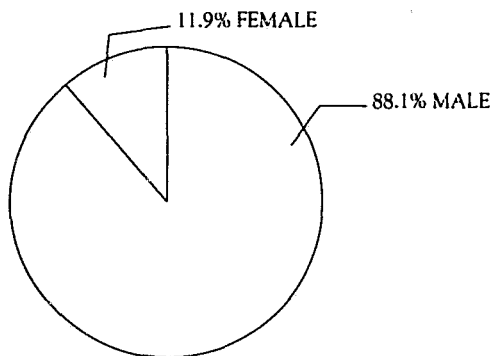
TOTAL CITY-WIDE FELONY COMPLAINTS

	<u>1988</u>	<u>1987</u>	<u>% +/-</u>
Murder and Non-Neg Manslaughter	1915	1691	+13.2%
Forcible Rape	3412	3507	-2.7%
Robbery	86578	78890	+9.7%
Felonious Assault	45824	40805	+12.3%
Burglary	128626	124667	+3.2%
Grand Larceny	110717	110754	-
Grand Larceny M.V.	119659	95254	+25.6%
Other Felonies	43434	38470	+12.9%
Total Felonies	540165	494038	+9.3%

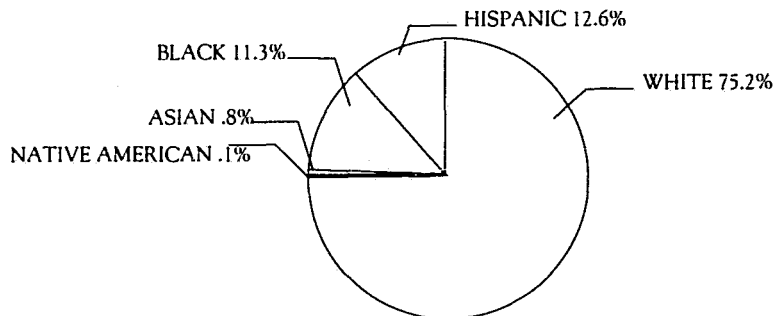
**NEW YORK CITY POLICE DEPARTMENT
STAFFING BY RANK**



GENDER BREAKDOWN



ETHNIC BREAKDOWN



EQUIPMENT

Marked Radio Autos	1449	Bomb Disposal Vehicles	4
Unmarked Sedans	1448	Horse Vans	21
Motorcycles	78	Harbor Launches	10
Scooters	698	Speed Boats	20
Trucks, Buses, Tow Trucks	300	Helicopters	7
Emergency Service Vehicles	52	Horses	105
Passenger Vans	214	Dogs	38
Station Wagons	43	Portable Radios	14,044
Taxicabs	26	Police Facilities (Includes 75 Pcts.)	142



Billy Joel was among the top artists to draw hundreds of thousands of fans to the city. Here he is in "An NYPD State of Mind."

200 arrests. On Wall Street, business went on as usual.

A ruptured oil pipeline resulted in a major spill at the Kill Van Kull in Staten Island. Scuba divers assigned to the NYPD Harbor Unit responded and took an underwater videotape of the environmental mishap. The Police Department turned the tape over to investigators from the state Attorney General's Office.

A four-alarm fire knocked out a Con Edison substation in August, shutting down the financial markets and forcing the evacuation of tens of thousands of office workers in lower Manhattan.

The Police Department's Command and Control Center swung into action, monitoring the impact of the fire and coordinating the activities of city agencies

and the American Red Cross during the seven-day power outage.

In August, a job action by city corrections officers on Rikers Island prompted the deployment of 350 police officers in riot gear.

Corrections officers, upset about escalating violence and the severe beating of a guard by inmates at the jail, blockaded the island's only bridge, leaving a skeleton staff to man the facility. Within days, an inmate riot erupted in which 35 prisoners and at least 12 guards were injured.

During the tense standoff, police officers, led by Chief of Department Robert J. Johnson Jr. escorted Emergency Medical Service ambulances to and from the facility.

President Bush's frequent visits to the city, along with other heads of state, required excellent security and intelligence.

