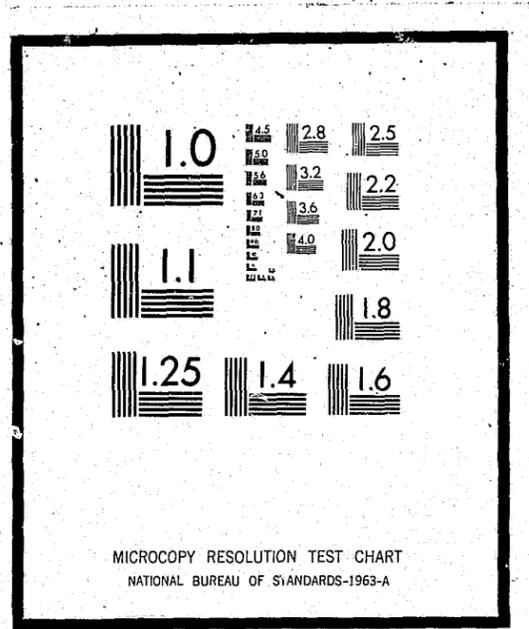


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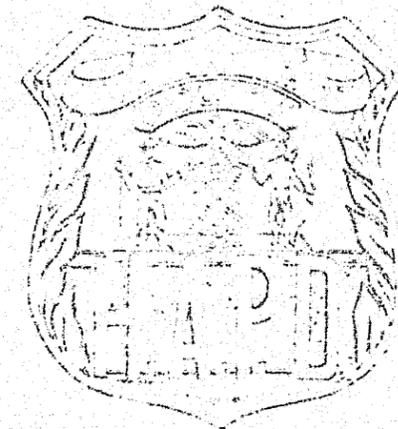
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POLICE DEPARTMENT

NEW YORK CITY HOUSING AUTHORITY



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IN-RISE POLICING TECHNIQUES

1974

By Robert Ledee  
Deputy Chief of Housing Police

**NEW YORK CITY HOUSING AUTHORITY**

**JOSEPH J. CHRISTIAN**  
Chairman

**WALTER S. FRIED**  
Vice-Chairman

**AMALIA V. BETANZOS**  
Member

**DANIEL J. DALY**  
Chief of Housing Police

**ROBERT LEDEE**  
Deputy Chief of Housing Police

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## FOREWORD

In large urban areas such as New York City, where available land for the construction of homes is at a premium, the trend is toward the construction of high-rise multiple-building developments spread over spacious areas. These developments range from private enterprise luxury and middle-income rent controlled co-operative apartments to low and middle-income apartments constructed by the New York City Housing Authority.

Keeping pace with the growth and expansion of large developments has been the number of reported crimes occurring within the buildings. Therefore, while the rentals may vary greatly between developments, they all have one problem in common; that of providing security within the buildings for the tenants and their property. Consequently, most developments have followed the lead of the New York City Housing Authority in providing its own police service.

Shortly after the end of World War II the Authority, cognizant of the nation-wide increase in crime and vandalism, experimented with the use of private guards to perform limited patrol and emergency coverage for its rapidly expanding developments. However, it soon realized that this was not the answer.

To better understand the scope of the security problem, it should be noted that the New York City Housing Authority, often referred to as "the world's largest landlord", has a present tenant population of close to 600,000. These tenants live in 2,348 multiple-story buildings within the 216 developments of the Authority located throughout the five boroughs of the City of New York. Taken alone, the tenant population would constitute the 29th largest city in the nation, equivalent to a city the size of Cincinnati, Ohio.

## FOREWORD

In December of 1952 the Authority established the Housing Authority Police Department with the appointment of 47 men from a competitive civil service list. This small force was organized to provide security for Authority developments including interior patrol of buildings. The force was so successful that in 1956, by Legislative Act, its members were elevated to peace officer status\* and were included under the "Police Officers" statute.\*\*

The Department is responsible for protecting life and safeguarding persons on Authority property, maintaining the public peace, preventing crime, detecting and arresting of offenders, guarding and protecting Authority property in order to prevent acts of destruction, vandalism, theft and nuisance within the buildings and on the grounds.

The Housing Police Force presently is the sixth largest police organization in the State of New York, and the nineteenth largest in the nation. Interior vertical patrol remains an important function of the Department. The present authorized quota of the force is 1,891 sworn personnel, 27 civilians and 26 Police Administrative Aides. The quota includes 1 Chief, 1 Deputy Chief, 1 Inspector, 4 Deputy Inspectors, 15 Captains, 57 Lieutenants, 129 Sergeants, 80 Detectives and 1,603 Patrolmen. All ranks up to Captain are filled through competitive civil service promotional examinations. Promotion above the rank of Captain is based on merit.

\*Sec. 1.20, Sub-Div. 33a, N.Y. State Criminal Procedure Laws

\*\*Sec. 1.20, Sub-Div. 34a, N.Y. State Criminal Procedure Laws

## FOREWORD

When the force was established, there were no textbooks to which to turn for guidance in setting up the specialized techniques required. Through surveys, trial and error, and experience, techniques of interior patrol were developed. These techniques have withstood the test of time and, with the addition of new technical equipment and some refinements, are still in use by the Housing Police Department today.

## THE NEW YORK CITY HOUSING AUTHORITY LEGISLATIVE AND FINANCIAL BACKGROUND \*

### LEGISLATIVE BACKGROUND:

The New York City Housing Authority was created in 1934, pursuant to the State Housing Law, to construct and operate a low-rent housing program in New York City. It was the first Authority in the country to construct a low-rent housing project. This development, First Houses, located on the lower east side of Manhattan, was opened in 1935, several years before the Congress of the United States and the New York State Legislature enacted legislation authorizing periodic subsidies for public housing.

The United States Housing Act, enacted in 1937, made regular financial assistance in the form of annual contributions available to the New York City Housing Authority. Two developments, Williamsburg and Harlem River Houses, had been previously built with the assistance of the Public Works Administration. Voters in New York State approved a Housing Amendment to the Constitution in 1938, and the State Legislature in 1939 passed the Public Housing Law, authorizing financial assistance for State-aided and Municipally-aided public housing. New legislation has been enacted from time to time authorizing additional financial assistance for public housing by the Federal and State governments.

### FINANCIAL BACKGROUND:

To obtain the money it needs to build City projects, the Housing Authority sells long-term bonds, which are guaranteed by the City. For Federal projects the Housing Authority sells long-term bonds and the payment of interest and amortization on such bonds are secured by the commitment of the Federal Government to pay adequate subsidies to service these bonds. For State projects, housing bonds are sold by the State and the proceeds are loaned to the Housing Authority at the same rate of

**FINANCIAL BACKGROUND:**

interest as the State pays. As a result, the Housing Authority gets long-term credit (up to 50 years) at low interest rates.

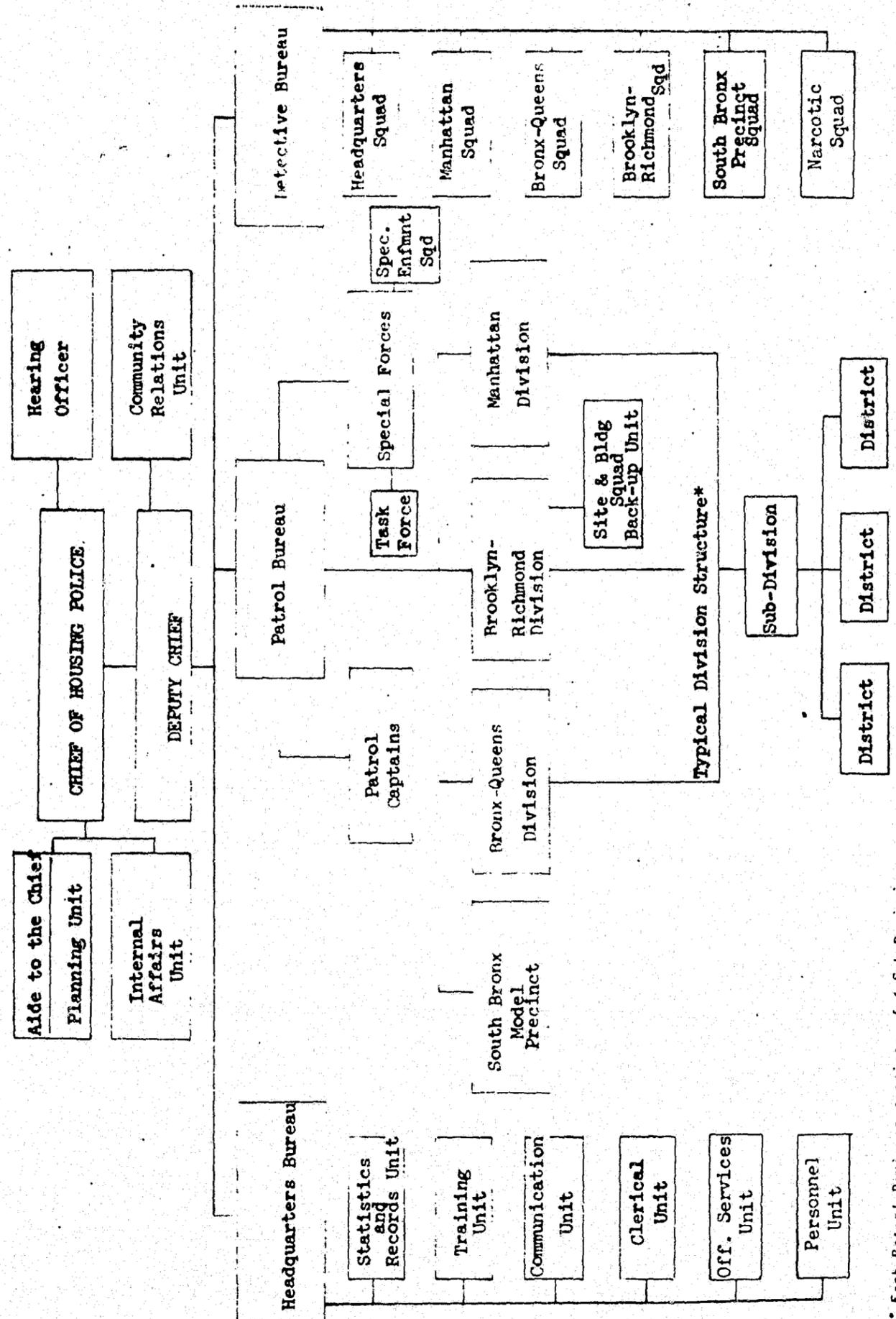
All public housing projects receive tax exemption from the City. For State projects, taxes are paid at the current tax rate only on the assessed valuation of the property included in the project as of the date of the Loan and Subsidy Contract with the State. In the case of a Federal project, the Authority pays to the City, in lieu of taxes, approximately 10% of the "shelter rent", that is, the actual rent less the cost of utilities. In City projects, the Authority pays to the City in lieu of taxes a dollar amount agreed upon between the City and the Authority, which is generally the amount of taxes paid on the property at the date of the Guaranty Contract with the City.

The rents paid by the tenants who live in public housing projects constitute the major part of the Authority's income. However, with the exception of certain City projects, income from rents is insufficient to meet operating costs and debt service. To make up this deficit, the Housing Authority receives annual grants in the form of cash subsidies from the Federal and State governments and from the City.

The City pays no subsidies for projects constructed under the City no-cash-subsidy program, built to help meet the needs of families who cannot qualify for subsidized low-rent public housing, and cannot afford the rents in private housing. It allows partial tax exemption, however, by setting taxes on the basis of the assessed value of the property before it is acquired for public housing. Rentals are established at a level sufficient to make the project self-sustaining, but still low enough to meet the needs of families within the allowable income range.

\*N.Y.C.H.A. Fact Sheet 1/1/66

**NEW YORK CITY HOUSING AUTHORITY  
POLICE DEPARTMENT - ORGANIZATION CHART**



\* Each Patrol Division consists of 4 Sub-Divisions with three districts to a Sub-Division with an allotted number of projects in a district. Also included in each Division is a Site and Building Patrol Squad.

## ADMINISTRATION:

The administration of the Department is the responsibility of the following:

### 1. Chief of Housing Police:

The Chief is responsible for the administration, disposition and discipline of all personnel of the Department and for the assignment of available personnel to best protect the tenants and property of the Authority. He maintains close liaison with the Chairman and members of the N.Y.C. Housing Authority on all matters of policy and reports on all matters affecting the Authority. In addition, he maintains liaison with and represents the Authority with other law enforcement agencies and coordinates the activities of the Department.

### 2. Deputy Chief of Housing Police:

The Deputy Chief assists the Chief in administering the Department. He exercises such authority and supervision as assigned by the Chief, which includes commanding the Department during the absence of or disability of the Chief, and assuming all his duties and responsibilities. He advises the Chief on matters requiring his attention.

### 3. Bureau Commanders:

Bureau Commanders are responsible for the administration, supervision and efficiency of their respective bureaus. Since patrol is the primary function of the Department the Patrol Bureau has the largest number of men and is commanded by an Inspector. The other bureaus are commanded by Deputy Inspectors. Bureau Commanding Officers are also responsible for maintaining liaison with their counterparts in other law enforcement agencies, maintaining liaison with and exchanging information with other bureau commanders and keeping the Chief, through the Deputy Chief, advised of all matters of importance.

## COMMUNITY RELATIONS UNIT:

In November of 1968 the Housing Police Department established a Community Relations unit under the command of a Lieutenant who is responsible to the Deputy Chief. The Unit strives to develop areas of cooperation and to cultivate sources of information concerning community activities. The Unit confers with various organizations, societies, associations and individuals in order to cultivate and maintain desirable attitudes between the community and the Housing Authority and its police force.

A unit is assigned to each of the Department's three patrol divisions and to the South Bronx Model Precinct. They are responsible for opening and maintaining a series of channels throughout the developments they service, for a continuous on-going interchange of information to dispel rumors or distorted reports of crime and promote an atmosphere conducive to mutual respect and understanding.

Personnel for this Unit are carefully chosen, based on ability, background and interest. The Unit has been instrumental in easing tensions among different ethnic groups and between project tenants and people from the surrounding area.

The Unit has sponsored many programs, including co-sponsoring with the Federal Bureau of Investigation, a Police and Community Relations School for law enforcement agencies. One of the most popular is the Safety Hints Program for senior citizens and children. This consists of lectures, practical demonstrations and humorous skits designed to promote self-security.

Aware of the resurgence of gang activity, the Community Relations Unit created a Youth Team which has been successful in both the rechanneling of misdirected gang energy and the reduction of inter-gang hostility by

COMMUNITY RELATIONS UNIT:

fostering meaningful dialogue in place of destructive confrontation.

Members of the Unit attend many conferences sponsored by agencies in the field of community relations, such as the National Conference of Christians and Jews. Members of the Unit have traveled throughout the country representing the Authority and have been cited on numerous occasions for outstanding work.

INTERNAL AFFAIRS UNIT:

The Internal Affairs Unit was created in February of 1972, replacing the abolished "Inspection Bureau", and functions as a staff unit under the direct supervision of the Chief of Housing Police. The Unit is commanded by a Captain, and consists of superior officers in the ranks of Lieutenant and Sergeant.

The Internal Affairs Unit provides the Chief with information relative to the performance of the Department both internally and externally and continuously analyzes information on conditions affecting the integrity and internal security of the Department. The Unit also investigates and screens prospective candidates for the Housing Police Force.

To accomplish its mandated mission, the Internal Affairs Unit was charged with the following:

- a. Providing plainclothes supervisory patrol of all units within the Department, and taking appropriate disciplinary, corrective or remedial action where warranted.
- b. Continuously analyzing information on conditions affecting the integrity and internal security of the Department.
- c. Investigating, at the discretion of the Chief of Housing Police, particular allegations of serious misconduct by members of the Department.
- d. Providing staff supervision and advice in the conduct of investigations, to other Bureaus and Units of the Department, upon request, and where deemed necessary by the Commanding Officer, Internal Affairs Unit.
- e. Alerting the Chief to conditions, situations, and instances wherein the integrity, prestige and security of the Department is concerned.
- f. Recommending to the Chief, specific actions and programs deemed necessary to minimize opportunities for serious misconduct, and to provide the Department with the maximum ability to discover and investigate such misconduct.

INTERNAL AFFAIRS UNIT:

- g. Performing other related duties as directed by the Chief.

The level of supervision performed by the Unit, supplementing the on-going structured command supervision, is designed to increase productivity by the Members of the Force.

PLANNING UNIT:

In conjunction with the constant effort to provide the most effective and efficient police service possible, the Housing Police Department established a Planning Unit in December, 1971. The Planning Unit operates directly from the Office of the Chief of the Department and is commanded by a Lieutenant, assisted by two patrolmen.

The complexities of the law enforcement task in today's society mandates that on-going research and evaluation be conducted and that new police techniques be developed to meet contemporary needs. Improvement, on an on-going basis, of existing police procedures is vital.

To facilitate the successful achievement of the Planning Unit's goals and responsibilities, the Unit maintains close liaison with all other Units of the Housing Police Department and also confers on a regular basis with other Police Departments in the metropolitan area in an effort to provide the maximum in police service to the tenants of the Authority.

Planning for the purpose of effectuating the highest standard of police service is stressed at every level of the Housing Police Department and the formulation of a separate Planning Unit in no way removes or diminishes the planning responsibilities of every Commanding Officer. Instead, the Planning Unit serves to assist all Commanding Officers in one of their basic and primary tasks; that of planning for both the immediate and future needs of the Department.

DETECTIVE BUREAU:

Members of the Detective Bureau, under the command of a Deputy Inspector, perform duty in civilian clothing. They are responsible for investigating all felonies and serious misdemeanors occurring on Authority property in which a summary arrest has not been effected. In addition, they investigate serious or recurring acts of vandalism, provide stake-outs at locations having a series of crimes, and perform related duties as directed by the Chief of Housing Police.

Close liaison is maintained with the uniform divisions of the Housing Police and the New York City Police Department as well as with other law enforcement agencies.

The 80-man Bureau consists of civil service patrolmen carefully selected for ability, past performance and special qualifications, who are designated Detectives with additional salary. This designation is at the pleasure of the Chief and can be revoked at any time. The Bureau also has two Detective Lieutenants and five Detective Sergeants.

Members of the Detective Bureau attend a three-week course in Criminal Investigation at the New York City Police Department Academy and also attend training sessions conducted by the Federal Bureau of Investigation in cooperation with local law enforcement agencies. Members of the Bureau also attended an intensive two-week course on narcotics given by the Federal Bureau of Narcotics and Drug Abuse Control.

Detectives, on numerous occasions, have been employed undercover to infiltrate groups suspected of selling narcotics in Authority developments; to obtain evidence through direct purchases of narcotics, necessary to arrest the pusher; and to obtain search warrants for the apartments concerned.

DETECTIVE BUREAU:

Detectives have received numerous individual Departmental awards, over the years, as well as the coveted Department Unit Citation.

#### PATROL BUREAU:

The Patrol Bureau, under the command of an Inspector, is responsible for the administration, supervision and efficiency of the patrol function of the Department. All members of the force assigned to patrol duties are under the jurisdiction of the Patrol Bureau. They are responsible for protecting life and safeguarding persons on Authority property, preventing crime, protecting Authority property, warning and if necessary arresting offenders. They are also responsible for preserving the peace, performing related police duties as directed, operating department equipment, divisional offices and maintaining adequate records and facilities.

The Patrol Bureau is divided into four uniform divisions. One division is responsible for all Authority developments within the borough of Manhattan; the second is responsible for developments within the boroughs of Brooklyn and Staten Island; the third, responsible for developments within the South Bronx is called the South Bronx Model Precinct and is described below; and the fourth division is responsible for all other developments in the Bronx and Queens.

Each of the divisions, except the South Bronx Precinct, is divided into four sub-divisions, each under the command of a Lieutenant. The sub-divisions, in turn, are composed of three districts, each under the command of a Sergeant.

Since each development varies as to area covered, number and size of buildings and their surrounding areas, the number of men assigned to each development depends upon a number of factors including crime statistics.

#### SOUTH BRONX MODEL PRECINCT:

In November of 1973, as the result of a Law Enforcement Assistance Administration Grant Award, a model precinct was established in the South Bronx, to test the adaptability of such a concept to the Department's

#### SOUTH BRONX MODEL PRECINCT:

needs.

Under this concept 16 developments were divided into four zones, each within the South Bronx command area. Officers assigned to these locations report to a central location, or precinct, instead of each man reporting to an assigned project. The men change into uniform and are turned out after roll call, inspection and instruction, and are transported to their assigned "posts".

Radio motor patrol within the zones is maintained around-the-clock and all arrests are processed through the precinct. Telephone call boxes have been installed at the various project locations and the officers assigned thereto make hourly "rings" to the precinct desk.

The precinct is part of the Patrol Bureau and is under the command of a Captain with a Lieutenant assigned as his executive officer. A Detective Squad and Community Relations team is also assigned to and works out of the precinct. The model precinct will be closely evaluated after a suitable period and may well result in a major reorganization of the Department.

#### SPECIAL FORCES UNIT:

To meet the need for a highly mobile tactical force the Special Forces Unit was established. It is made up of the Patrol Task Force and the Special Enforcement Squad. The Special Forces Unit is commanded by a Captain who is directly responsible to the Commanding Officer of the Patrol Bureau.

PATROL TASK FORCE:

The Patrol Task Force was designed to supplement the patrol of officers assigned to developments or complexes and is a highly flexible unit consisting of 114 men and 10 sergeants, under the command of a Lieutenant.

These men perform duty in small squads, under the supervision of a Sergeant and can be deployed in those areas where conditions require saturation. The unit is highly mobile, having radio cars and "vans" and can quickly be mobilized and deployed to cover emergencies. These men perform duty mainly in uniform, but can be utilized in plainclothes if needed.

SPECIAL ENFORCEMENT SQUAD:

In August of 1970, a Special Enforcement Squad was established within the Patrol Bureau. The purpose of the SES is to provide a mobile, tactical, uniformed force to respond to special events, and to cope with crime conditions between the hours of 0600 to 1800 (6 am to 6 pm).

In the absence of special events, the Special Enforcement Squad performs uniformed patrol duty as directed. The unit performs duty in accordance with charts prepared by the Commanding Officer, Patrol Bureau, and assignments to specific locations are made on a daily basis.

The SES is under the command of a Lieutenant and consists of a Sergeant and 20 men.

SITE AND BUILDING SQUAD:

Each uniform division also has a Site and Building Squad, consisting of two uniform patrolmen, assigned to a marked radio equipped auto. These autos have Department walkie-talkies and New York City Police Department frequency console radios. The squad performs motor patrol of

SITE AND BUILDING SQUAD:

developments where no uniform patrolman is regularly assigned. It also checks locations having only one building and locations where a particularly undesirable condition exists.

Attention is also given tenement buildings acquired by the Authority for future demolition to clear a site for construction of a housing development or rehabilitation.

Because of the recent increase in assaults on police officers and the need for speedy response to calls for assistance, the Site and Building Squads have been utilized more and more as "back up" units, particularly in areas where only one officer may be on duty.

LOWER EAST SIDE CRIME CONTROL UNIT:

A special Lower East Side Crime Control Unit was formed in 1971, within the Patrol Bureau to combat the high incidence of serious crimes occurring on the lower east side of Manhattan and affecting the safety of tenants residing in public housing projects in that area.

The unit is under the command of a Lieutenant, assisted by three Sergeants and a complement of ten men. The unit performs duty in uniform or civilian clothing as the circumstances dictate, and has proven to be highly effective.

## HEADQUARTERS BUREAU:

The Headquarters Bureau, under the command of a Deputy Inspector, is responsible for the administration, supervision and efficiency of the Headquarters facility which includes:

### The Headquarters Desk

The Headquarters Desk, under the supervision of a superior officer of the Department, is responsible for the prompt answering of all telephone calls to the Department and the proper recording of all information required to be entered in the blotter. The "desk" is also responsible for receiving, recording and notifying members of the Department of subpoenas for court appearances in connection with past arrests, recording sick reports by members of the Department, checking the tele-type machine, preparing Incident Reports\* and preparing the Principal Case Sheet.\*\*

### Personnel File Room

Headquarters Bureau is responsible for the civilian personnel including the typing pool, assigned to the Personnel File Room, maintaining personnel files for all members of the Department and such other files as directed by the Chief.

### Training Unit

The Headquarters Bureau is also responsible for the Training Unit which is under the command of a Lieutenant, and located in the Vladeck Houses, an Authority development on the lower east side of Manhattan. The air conditioned center has classroom facilities, a gym, and all necessary equipment, except a firearm range, for the training of recruits and the periodic in-service training programs conducted for other members of the Department.

\*Incident Reports are forms used to record all complaints and incidents coming to the attention of the Patrolmen in the field, including unfounded complaints. The form has appropriate space for such data as type of crime, complainant's name and address, witnesses, perpetrator's description, time, date and place of occurrence and other pertinent information.

\*\*The Principal Case Sheet is a chronological listing of all incidents of an unusual nature, felonies, serious misdemeanors and all arrests by the Department that occur during a twenty-four period ending at 8 am daily. Copies of the "Case Sheet" are distributed to the Chief, Deputy Chief, Detective Bureau, Patrol Bureau and other concerned units, Chairman and Members of the Authority. All cases involving felonies and serious misdemeanors, all arrests, those incidents of an unusual nature are called into the Headquarters "desk" for inclusion on the Principal Case Sheet.

### Firearms Range

The Training Unit operates a pistol range, located in a National Guard Armory on 25th Street and Lexington Avenue, Manhattan. Each recruit is taught the proper care, handling and use of firearms and must qualify with his service revolver in order to successfully graduate from recruit training.

In addition, the range staff under the supervision of a Sergeant, conducts continual cycles of firearm refresher courses at least bi-annually during which each member of the Department must qualify with both service and off-duty revolvers.

### Statistics and Records Unit

The Statistics and Records Unit collects and evaluates data, and records it by automatic data processing methods. This unit staffed by civilians, enables the Department to determine crime trends, times ratios and comparisons of crimes between locations of equal size and in comparable neighborhoods, percentages of crimes occurring inside the buildings as compared to those occurring outside and other pertinent data. This in turn assists the Department in deploying available manpower in the most efficient manner.

In addition, the Statistics and Records Unit prepares monthly, quarterly and annual reports for the information of the Department.

#### COMMUNICATIONS:

The Department presently has over 477 portable radios and was the first police department in the country to completely equip all members of its force on duty, with radios.

Members of the Department can also monitor radio transmission while in Department autos through the use of a fixed battery charger connected to the auto's electrical system. The operator places a "walkie-talkie" into the charger, plugs in the external auto antenna and turns on the set. When required to leave the auto, the operator can, in a matter of seconds, remove the set and take it with him.

Autos used city-wide are equipped with fixed console-type radios capable of monitoring all frequencies. The heart of the entire system is the Central Communications Center, located in the Housing Police Headquarters building, 216 East 99th Street, Manhattan. The Center is in operation around-the-clock and staffed by police officers and Police Administrative Aides\*.

Tenants having need of police service call a city-wide telephone number, which has been given extensive publicity, 831-2777, at any hour of the day or night. The call is received by a police operator who takes the complaint, fills out a captioned IBM police service request card, determines the borough concerned and places the card in appropriate lanes of the conveyor belt which delivers it to the adjacent radio dispatcher's room.

\*Police Administrative Aides are civilians, male and female, hired after successfully passing a qualifying civil service examination for the position. FAA's were employed to replace police officers in the Communications Unit and other clerical positions. Job specifications call for the FAA's to perform duty around-the-clock, on a rotating basis, and on weekends and holidays. Qualification requirements call for a high school or equivalency diploma and two years of clerical experience.

#### COMMUNICATIONS:

The dispatcher in turn contacts the officer on duty at the location concerned, using the officer's shield number as call letters, and when the call is acknowledged, informs him of the request for service.

The dispatcher notes on the IBM card the time and the officer concerned and then places the card in the slot bearing the name of the project concerned. This, in turn, changes a green light on the Status Board to red, indicating the officer thereat is on assignment. When the officer completes his assignment, he radios the disposition to the dispatcher, who in turn removes the IBM card from the project slot, automatically changing the status light to green, notes the disposition and time and forwards same to the Communications superior officer on duty.

To insure accuracy, prompt, efficient and courteous response to calls for police assistance, all telephone calls received at the Communications Desk and switchboard, as well as all radio transmissions, are recorded on tape through the use of four, nine channel recorders. These tapes are periodically monitored to determine if members of the Department are living up to the exacting standards demanded by the Department and have been extremely useful in the investigation of allegations, often proven to be unfounded, of failure to respond to a call for police service, discourtesy and similar complaints. Tapes are erased after being kept for a minimum of thirty days, and then reused.

Evaluation of the Department's radio system indicated that it takes approximately two minutes for an officer to respond to a complaint after receiving same from the Central dispatcher. In many instances perpetrators have been arrested while committing a crime or immediately thereafter while attempting to flee. It was noted that the prompt service

COMMUNICATIONS:

rendered went a long way toward overcoming some of the previously noted tenant apathy and resulted in increased public cooperation.

In order to be prepared for all contingencies, the Authority had installed emergency generators at all developments and at Housing Police Headquarters, so that a power loss or "blackout", as experienced by the City in 1965, cannot disrupt service. The communications center is also responsible for monitoring the tele-type machine, which is tied in to other law enforcement departments.

The Housing Police communication system was developed by the Department in cooperation with a major electronic corporation after approval was obtained from the Federal Communications Commission, to operate assigned frequencies in the 450.470 mc range. The system was designed to meet the particular needs of the Department, the most important of which was the need to contact officers on patrol anywhere within the developments, including building hallways, elevators, roofs, basements, etc.

The system is based on the use of a miniature portable two-frequency transmitter-receiver hand set, commonly called a "walkie-talkie". The original set, including a rechargeable, nickel cadmium battery, weighed 41 ounces. Since the original order, refinements have been made in the equipment and new sets on order, including the battery, weigh 28.9 ounces. The set is encased in a high impact-resistant material, designed to withstand rugged use and protect the set. It has overall dimensions of 7.58x3.19x1.76 inches. In addition to a built-in microphone, the set also has a jack for an external hand microphone, with a coiled wire. Each unit is provided with an unbreakable, flexible whip antenna.

An even smaller and lighter unit has been ordered for the use of Detectives. This unit measures 4.1 x 2.71 x 1.53 inches and weighs only

COMMUNICATIONS:

15 ounces. It has two channels, one tied into the Department frequency and the second to permit unit-to-unit communication. This latter feature permits Detectives on stake-outs to communicate with each other without going through the communications dispatcher.

Uniformed officers carry the radio unit in a case, either attached to their belts or attached to a sling over their shoulder.

Each development's police room, and each Detective Squad room, is equipped with battery "charging racks" with sufficient capacity to hold three batteries for each radio unit assigned to the location. One battery is used for each tour of duty after which it is replaced in the charger for a 16-hour (two-tour) period, during which time it is trickle charged until needed again. Batteries are color coded for each of the three tours with green for the 8 am to 4 pm tour, red for the 4 pm to 12 midnight, and yellow for the midnight to 8 am tour.

SUPERVISION:

Trial Officer:

All disciplinary complaints issued by superior officers of the Department, which are not serious enough to result in dismissal from the force, are referred to the Department's Trial Officer, a civilian official of the Housing Authority. An officer, on charges, is scheduled for a hearing before the Trial Officer at which time he is entitled to be represented by a person of his choice. The superior officer, who issued the complaint, presents his case and the officer is then permitted to answer the charges. The officer is also entitled to request the presence of witnesses, who are notified by the Office of the Trial Officer. If found guilty the officer can receive a reprimand, loss of days from his vacation, monetary fines up to \$50 or suspension of up to 10 days.

Disciplinary complaints serious enough to warrant dismissal, are referred for a General Trial. The Personnel Director of the Housing Authority designates a trial officer, from an established list, and a hearing is held at the Authority's Central Office. The accused officer has the right to be represented by a person of his choice and the right to face his accusers. Conviction can result in suspension of from 30 to 60 days or dismissal from the Department.

Captains:

Division Captains are responsible for the effective deployment, discipline, records, and efficiency of all personnel within their command. They are responsible for keeping the Chief of the Department informed through the Patrol Bureau Commanding Officer, of all unusual occurrences within their command area; forwarding reports on any member cited for commendation and for maintaining liaison with Management Depart-

SUPERVISION:

ment officials, tenants' associations, and their counterparts in the New York City Police Department.

Patrol Captains perform tours of duty as directed by the Patrol Bureau Commanding Officer, and in the absence of the Division Captains, exercise staff supervision over all Housing Police operations in the City, and are responsible for the efficiency and discipline of all members of the force on duty. They patrol in radio equipped autos with a driver and respond to important calls and unusual occurrences affecting the Authority. They also conduct investigations and perform related duties as ordered by the Chief. At the conclusion of each tour of duty the patrol captain submits a report on his observations, unusual occurrences, disciplinary action taken, if any, and any suggestions for the improvement of police services to the Patrol Bureau Commanding Officer.

Lieutenants:

Patrol Lieutenants: Each of the Department's twelve Sub-divisions is under the command of a Lieutenant. He is responsible for the police conditions therein; the enforcement of the rules and regulations, and the efficiency of his subordinates.

Lieutenants perform duty on rotating tours of 11 pm to 7 am, 7 am to 3 pm, and 3 pm to 11 pm. They report for duty to centralized locations, usually Division Headquarters, and are responsible for assigning the Patrol Sergeants on duty within their command, to sectors, meal periods, and ring times.

Lieutenants patrol in the Department's distinctive orange and blue, radio-equipped autos. In addition to having a "walkie-talkie" tuned to

SUPERVISION:

the Housing Police frequency, the auto is equipped with a console receiver-transmitter tuned to the New York City Police Department frequency.

Lieutenants contact Housing Police Headquarters periodically and are informed of anything requiring their attention. In addition, the Lieutenants can be reached in an emergency through either of the two radios.

In the event of any unusual occurrence they are responsible for responding and assuming command until properly relieved, or until the arrival of a Captain. The Lieutenant is also responsible for preparing a report on the incident and forwarding same to the Division Commanding Officer.

The Lieutenant on duty is responsible for checking the performance of Sergeants and patrol of officers at locations he visits; the accuracy and completeness of the records and entries in the police blotter kept at each location. He also frequently checks the uniforms, equipment, and general appearance of officers under his command.

Detective Lieutenants: Lieutenants assigned to the Detective Bureau are designated Detective Lieutenants and are responsible for the efficiency, discipline, and activity of Detective Sergeants and Detectives under their command. They maintain liaison with other law enforcement agencies, conduct investigations as directed by the Commanding Officer of the Detective Bureau, represent the Department at various seminars and conferences, and perform related duties.

Sergeants:

Patrol Sergeants: Each of the thirty-six districts of the Department are under the command of a Sergeant, who is responsible for the enforcement

SUPERVISION:

of law and police conditions therein, and the discipline and efficiency of the patrolmen assigned to the locations within his district.

Sergeants also turn out from a centralized location, usually Division Headquarters, where they receive their patrol area assignments, meal and ring time. They are also notified of any condition requiring their attention, and of locations without coverage due to the officer being on sick leave, in court, or off post for any other reasons.

Sergeants perform duty on rotating tours of midnight to 8 am, 8 am to 4 pm and 4 pm to midnight. They patrol in radio equipped autos having a "walkie-talkie" radio and a console radio with New York City Police Department radio frequencies.

While on patrol they are responsible for the proper performance of patrol and other police duties by patrolmen assigned to their area. They are also responsible for assisting and instructing the patrolmen under their command, and inspecting uniforms and equipment.

Particular attention is given new officers to test their knowledge of post conditions, changes in the law, rules and regulations, etc. Memorandum books of all officers seen during the tour of duty are checked on each visit with attention to neatness and completeness of entries. Note is made of any police action taken by the officer.

Sergeants on patrol respond to any unusual occurrence or request for assistance by a patrolman, making notifications to the Headquarters Desk and submitting a report through channels.

SUPERVISION:

Detective Sergeants: Sergeants assigned to the Detective Bureau are designated Detective Sergeants. There are presently 3 Detective Squads, co-existent with the uniform divisions, each under the command of a Detective Sergeant. As Squad Commanding Officer, the Detective Sergeant is responsible for the performance, efficiency, and discipline of the Detectives under his command. He is also responsible for maintaining records, conducting investigations as directed by the Bureau Commanding Officer, and reporting on crime trends in his area.

Detective Sergeants perform tours of duty as directed by the Bureau Commanding Officer.

PATROL:

It has been the experience of the Housing Police Department that the majority of the crime reports and requests for police service are between the hours of 4 pm and 12 midnight. Consequently, the majority of the members of the uniformed force are on duty on this tour. The 8 am to 4 pm tour, in turn, will have more men than the midnight to 8 am. Tours of the Task Force are flexible and changed to provide additional coverage as needed.

Patrolmen perform rotating tours and are assigned to individual developments or complexes\* except in the case of the South Bronx Model Precinct. A vacation relief squad, is assigned to each division to replace permanently assigned men who are on vacation, extended sick report, and to meet other contingencies.

Each development of the Authority is divided into posts, and each officer performing duty on any given tour is assigned to a specific number of posts. The assigned officer is responsible for the exterior areas, public areas, and interiors of all buildings thereon.

Officers report to their assigned locations, change into uniform, punch a time card indicating their time of arrival, and make an entry in a chronological blotter kept in the development police room. The entry indicates his post assignment, meal and ring times. In the event the

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\*A complex consists of two or more projects located in close proximity which are grouped together for the purpose of personnel assignment and patrol.  
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Patrol:

officer is working alone at the location, he also notifies the Housing Police Headquarters Desk. Prior to leaving the police room for the start of his patrol, the officer is responsible for placing a freshly charged battery in his "Walkie-Talkie".

Every hour, on his ring time, the officer returns to the police room, makes a blotter entry indicating the time he is present and if he has had occasion to take police action, prepares an Incident Report. If working alone, he also contacts the Headquarters Desk by telephone and makes an hourly "ring".

Located within the Authority's 216 developments and consequently the Patrolman's responsibility, are the Authority's Community Services facilities which consist of approximately 117 community centers, 97 pre-school centers, 21 school age centers, 100 golden age programs, 41 child health stations, 13 elementary school annexes, 6 branch libraries, and 8 public health clinics.

The officer on patrol must be alert for disturbances in these locations when they are open and must safeguard them after business hours. He is responsible for checking doors and windows of these locations and for noting any sign of attempts at burglary.

The Housing Patrolman is also responsible for noting and reporting any exterior lights in public spaces on his post not burning, any abandoned, unsightly or unsanitary objects, or other hazardous condition. Reports are made to the development's maintenance office during office hours and to the Authority's Emergency Service\* at other times.

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\*Not a division of the Housing Police.  
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Patrol:

Interior Vertical Patrol: The majority of the buildings within Authority developments are multiple story, some having as many as 30 stories. Usually the buildings have a front entrance and either a basement or rear entrance.

Patrol of a building begins with the officer's entry by either entrance, and a check of the lobby for suspicious persons, vandals, or "horseplay" by loitering children or teenagers. Mailboxes are given particular attention because they are prime targets of check thieves who break in, remove the checks and later forge and cash them in neighborhood stores. Mailboxes are inspected for damage, signs of tampering, or keys carelessly left in the lock by forgetful tenants, after removing mail.

Stairwells leading to the lobby are checked for persons loitering therein, possibly waiting to prey upon unsuspecting victims. The officer may press the elevator call buttons and then walk up to the 1st floor and observe the descent of the elevators through the hall elevator door window, to determine if anyone is riding on top.

Satisfied that all is in order in the building lobby, the officer then ascends by elevator to the highest floor of the building. On the way up, the officer may stop the elevator on several floors, chosen at random, to visually inspect the halls. After leaving the elevator on the top floor, the officer proceeds to ascend the stairs to the roof landing and roof. He must be alert for runaway children, teenagers "petting" or smoking marijuana, vagrants sleeping, or addicts administering narcotics. In addition, perpetrators of sex crimes, who have forced their victims thereto for the seclusion such well-lit and warm

Patrol:

spaces provide, have been surprised and apprehended.

The officer is also responsible for checking the elevator control room, located on the building's roof. This is of particular importance because of the extensive damage that can result from unauthorized persons tampering with the controls.

After leaving the roof landing the officer descends the stairs, stopping at each floor, checking halls for suspicious persons, apartment doors for signs of tampering - indicative of burglary, or door keys carelessly left in door locks.

A careful watch must be kept for the burglar whose method of operation is to try apartment doors until he finds one left unlocked, enter and grab anything of value which is close at hand. This has been done while tenants are in the apartment, visiting a next door neighbor, or "just downstairs at the mailbox".

After checking each floor, the officer changes stairwells\* and descends to the next floor, repeating the above indicated inspection. In descending the stairwells, the officer checks the fire hoses, required by law, which are stored in racks on each floor, either in the stairwell or hall. A great deal of damage is done to fire hoses by youths and drug addicts in search of money. Brass couplings are cut from hoses and carried away for resale to unscrupulous junk dealers at a fraction of their original cost. Hoses are also maliciously cut for no apparent reason.

\*Each development building over six stories has two stairwells.

Patrol:

Narcotics, narcotic implements, and policy plays are occasionally secreted in such unlikely places as firehose couplings, racks, and even between the folds of a fire hose. This contraband has also been found hidden in a small groove on the top of stairwell doors.

Electric light bulbs are also a cause for concern. Bulbs are frequently stripped from entire buildings by addicts or vagrants for sale to theaters or in the street, for whatever the traffic will bear. Children also strip bulbs from buildings to use as "bombs" to be thrown in mock wars. Needless to say, this is costly and creates a hazardous condition.

Files of the Housing Police contain the record of one individual, addicted to the use of heroin, who was arrested five times by Members of the Force for bulb thefts at two locations in a period of three and one-half years.

When the officer observes a darkened stairwell landing, he quietly and cautiously approaches same to determine the reason the light is out. It may be a burnt-out bulb or the bulb may have been removed. On occasion it has been found to be caused by the bulb having been partly unscrewed by teenagers seeking an obscure place to "pet". On yet other occasions, a lone male has been found waiting in the dark, and unable to satisfactorily explain his presence.

In one incident, on record, an officer on patrol came upon a narcotic transaction in a building stairwell between two males, one of whom opened fire on the officer with a handgun before fleeing. The officer chased them to the street, holding his fire because of passersby in the area, and with the assistance of a fellow officer summoned via his walkie-talkie apprehended and arrested the fleeing males.

Patrol:

During his patrol of buildings, the Housing Patrolman must be alert for evidence of narcotic usage such as large numbers of burnt matches, small empty glassine envelopes with a residue of white powder, containers of water and empty "Bamboo" cigarette paper packages, made in Spain, and used to roll marijuana cigarettes.

In addition, in areas where there has been racial tension or real or imagined grievances between groups of youths, the officer must be alert for guns, knives, bricks, molotov cocktails\* and other weapons hidden within buildings or on roofs for future use. Stolen property has also been recovered from hiding places within buildings.

After checking each floor and returning to the lobby, the officer proceeds to check the basement. Since building basements may contain community rooms, laundromats, paint storage rooms, tenant storage areas or civil defense storage rooms, the officer must be alert to prevent possible burglaries. In addition basements, particularly during the cold weather, may be utilized to administer narcotics.

If all is in order he then leaves the building, noting in his memorandum book the time and any condition requiring attention, he may have found. To avoid establishing a predictable patrol pattern, the officer varies his means of ingress and egress from buildings, and the order in which he checks posts and buildings. Occasionally he will double back and recheck a building he has left minutes before.

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\*A bottle filled with gasoline or other inflammable material, with a rag "wick" which is ignited and broken against any hard object spreading flames.  
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Patrol:

Ideally, the majority of a patrolman's time should be spent on interior patrol. However, other necessary assignments, such as bank escorts,\*\* arrests, aided cases, the size of the development, and the number of buildings affect the time an officer can devote to checking building interiors. Emphasis is continually placed on interior patrol, and the use of the Housing Police two-way radio communication system has increased the amount of time spent on this important function.

While on patrol, officers have made numerous arrests of felons caught in the commission of crimes and persons selling, and in the possession of, narcotics. In one "pickup" arrest by a patrolman, the prisoner was found in possession of 379 "decks" of heroin.

Scooter Patrol:

In addition to the Department's 54 marked radio motor patrol autos, and 34 unmarked autos, the Department also operates 53 motor scooters. These "scooters", operated by uniformed officers carefully selected and trained, are used to heighten the patrolman's visibility and enable him to cover large areas.

This type of patrol has been found to be highly effective since some of the projects consist of as many as 30 multiple story buildings covering areas as large as 65 acres. The heightened visibility and apparently reassuring sound of the scooter making its rounds, have been highly praised by the tenants.

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\*\*Bank escorts are necessary as each location collects rents and substantial sums must be transported to the nearest bank. In the 17 years the Housing Police have been responsible for this assignment, only 1 bank deposit has been lost through criminal activity.  
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FORMS:

Although there is an established Rules and Procedures Manual for the Housing Police Department, exigencies of the service require that orders be promulgated and distributed on an ongoing basis. The written orders of the Department therefore fall under the following categories:

GENERAL ORDERS - Notice of amendments or additions to established manuals, or permanent type information required for the efficient operation of the Department.

MEMORANDUMS - Operational procedures, usually of the type that are subject to change or that cover a specific period of time. Information to Members of the Force or the Department that, although important, may not be deemed sufficient in substance to be included in the Department Manual.

SPECIAL ORDERS - Information relative to personnel appointments, assignments, transfers, promotions, resignations, retirements, dismissals, deaths, certain leaves of absence, disciplinary dispositions, and departmental recognition, etc.

BULLETINS - Review and training on specific job techniques. Reminders on existing procedures or regulations, or clarification of same. Announcement of events from line and fraternal organizations. General information of interest to Members of the Department.

The foregoing Orders are numbered consecutively, beginning with number 1, during each calendar year. With the exception of Bulletins, each pertains to a specific subject, and all commands index Orders for ready reference. Amendments and/or Addendums to Orders contain the original number, followed by a dash and the numbers 1, 2, or 3, for the first, second, or third change, etc.

All Members of the Department are responsible for reading, comprehending, and adhering to the Orders of the Department.

DEPARTMENTAL RECOGNITION:

Superior Officers of the Department are responsible for investigating all cases occurring within their command of special faithfulness to duty, meritorious action or bravery. Where such action falls within the criteria, outlined below, a complete report is prepared, including the recommended degree of award, and forwarded through channels to the office of the Deputy Chief.

Upon receipt of the recommendation by the Office of the Deputy Chief, a control number is assigned and the report forwarded to the recommended officer's Bureau Commanding Officer for appropriate endorsement and recommendation. It is then returned for consideration by the Honor Review Committee.

The Honor Review Committee, composed of all Bureau Commanding Officers and the Deputy Chief, meets periodically to consider recommendations for Departmental Recognition. Decisions of the Honor Review Committee are forwarded to the Chief of the Department for approval, after which they are published.

The grade of awards and criteria for same are:

AUTHORITY MEDAL OF HONOR

Awarded for an act of extraordinary bravery, intelligently performed in the line of duty, at imminent personal risk of life and with knowledge of danger involved.

AUTHORITY MEDAL OF EXCEPTIONAL MERIT

Awarded for an act of personal bravery, intelligently performed in the line of duty, at risk of life.

**AUTHORITY COMMENDATION**

Awarded for an act involving grave, personal danger in the intelligent performance of duty, or, for highly creditable or unusual police accomplishment.

**MERITORIOUS POLICE DUTY**

Awarded for intelligent and valuable police work or for special faithfulness or perseverance.

**EXCELLENT POLICE DUTY**

Awarded for contribution materially increasing efficiency of the police force.

Unit Citation: Awarded to a unit of the Department for outstanding joint action which has been of great benefit to the community and/or the Department.

Each of the above-noted grades of recognition, except the Unit Citation, is represented by a distinctively colored bar worn on the left breast over the police shield. An officer receiving more than one award of the same grade is awarded a bar with a numeral in the center indicating the number of such awards the officer has received. Recipients of the Unit Citation receive an individual certificate spelling out the details of the outstanding action.

Recipients of all awards, except the Unit Citation, receive credit for same on promotional examinations ranging from .25% for the lowest award, Excellent Police Duty, to 1.00% for the highest, the Authority Medal of Honor.

**TRAINING:**

All recruits in the Housing Police Department receive an intensive 16 week course of instruction at the Training Center, and are required to maintain a minimum overall academic average of 75%.

In addition, they are required to obtain a final average score of at least 70% at the firearms range. They are also required to receive a qualifying mark in the physical training indicating that they have reached level five of the President's Physical Fitness Program. During the physical instruction, recruits receive a minimum of ten hours of first aid instruction, including the showing of at least three films.

As part of their training, recruits are assigned to field duty, performing police functions at developments while assigned to veteran patrolmen, designated as field training officers. They also perform field duty, in civilian clothing with the Detective Bureau and are familiarized with the location and functions of the Headquarters Communication Center.

During recruit training, the men are given instruction by selected members of the Detective Bureau in narcotics, investigations, and related subjects. The Community Relations Unit members also instruct in the necessity for good police-community relations and through skits point out language and situations which tend to create tensions. Proper use of deadly physical force is strongly stressed.

As part of their training, all recruits attend a Prelect Program established by the Federal Government through the Law Enforcement Assistance Act. This program allows recruits entering the Department to

TRAINING:

attend college while on duty, at the government's expense. The courses taken are generally Introductory Psychology and Sociology. It is hoped that through exposure to these basic disciplines the officer will be better equipped to deal with the complex problems facing contemporary police officers serving in urban areas. It is further hoped that this exposure to the academic community will inspire the recruit to continue his education at a college level, resulting in a better trained and more professional police officer.

Recruits are given lectures by visiting lecturers from the Federal Bureau of Investigation, a psychiatrist, members of the clergy, a representative of the John Jay College of Criminal Justice, and others in such subjects as:

1. The mentally ill.
2. Ethics and the Police.
3. Integrity and the Police.
4. College careers for police officers.
5. Collection and preservation of evidence.
6. Crime scene search.
7. Jurisdiction of the FBI and other Federal Agencies.
8. Recent Supreme Court decisions and testifying in court and "Moot Court".

Among the training-films shown to the recruits are the following:

1. Beyond the Valley.
2. Evidence.

TRAINING:

3. Eye of the Beholder.
4. Interviews.
5. Goof Balls and Tea.
6. Negro History.
7. On the Witness Stand.
8. The Hard Stuff.
9. Thin Blue Line.
10. Under Pressure.
11. Defensive Tactics.
12. A Breath Can Save Your Life.
13. Basic First Aid.
14. Burns.
15. Checking for Injuries.
16. The Story of Birth.

When the recruit graduates he has successfully completed the following number of hours:

266 Hours of Academic Training
84 Hours of Physical Training
56 Hours of Firearms Training
63 Hours of Field Duty
91 Pre-elect Program
Total 560

This total of 560 hours is well above the New York State Municipal Training Council's recommended minimum for police recruits.

RECRUITMENT:

Periodically the New York City Civil Service Commission conducts open competitive examinations for the position of Housing Patrolman. Those candidates successfully completing the written examination are then required to pass a qualifying medical and physical performance examination.

Candidates successfully completing all three parts, and meeting the qualifications outlined below, are then placed on a Housing Patrolman List according to their numerical rating on the written examination.

As vacancies occur within the Department, names from the Civil Service List are certified to the Personnel Department of the Authority, the candidates are called in for an interview and those meeting all criteria are appointed as Probationary Patrolmen and assigned to the Training Center for Recruit Training.

QUALIFICATIONS:

1. At time of appointment, minimum age 20 and maximum age 29, except for U.S. Veterans, in which case up to six years active military service can be deducted from actual age to meet the maximum age requirement.
2. Minimum height of 5 feet and 7 inches (in bare feet).
3. Minimum of 20/30 vision in each eye without glasses.
4. Proof of good character (an absolute requirement for appointment).
5. High School diploma or possession at time of appointment of approved equivalency diploma or acceptable G.E.D. Certificate from the Armed Forces.
6. Ability to pass a written, medical and physical examinations.

RECRUITMENT:

Prior to November 19, 1973, the New York City Housing Police Department had no female police officers. On that date, the first female Housing Police Officer was sworn in as part of a class of over 200 recruits.

Based on the revised qualifications for the December 15, 1973 civil service examination for the position of Police Officer, New York City Police Department, it is expected that the qualifications for the next Housing Police examination will also be modified. Basically, the new NYC Police Department's modifications call for one examination for both male and female applicants and no height requirement.

Should these modifications be applied to the next Housing Police examination, it is expected that, over the life of the resulting list, a substantial number of females will join the ranks of the Housing Police Department.

BENEFITS:

1. Starting salary \$12,150 annually.
2. Holiday pay of \$472.21 annually.
3. Annual uniform allowance of \$200.
4. Twenty-year retirement at half pay.
5. Longevity pay after each five years of service of \$100.
6. Annuity fund valued at \$260 annually.
7. Liberal vacation, sick and terminal leaves.
8. A choice of medical and hospitalization plans paid in full by the City.
9. Membership in a City-supported Welfare fund and a blood credit program.
10. Extensive opportunities for promotion, through competitive promotional examinations, to the ranks of Sergeant, Lieutenant, Captain. Thereafter, advancement by merit and performance.
11. Job security and interesting assignments in law enforcement.
12. Paid, in-service training.
13. Opportunity for free college education.

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Experience has shown that an effective, well-organized and well-equipped Department, concentrating on interior patrol of buildings, is the most effective way to provide protection for the majority of law abiding tenants of Authority developments.

The success of the New York City Housing Police Force is no doubt due to the high morale of the men, selective recruiting, continuous

BENEFITS:

training, salary and pensions comparable to other local law enforcement agencies, and the stress placed on good human relations by the Department.

PROBLEMS:

A large number of Authority developments were built on vacant land or where substandard housing was condemned and torn down. This usually was in the lower socio-economic areas of the city. Seeing a project for the first time, often amidst poorly kept, run-down tenements one might almost imagine how a traveler on the desert feels upon seeing an oasis. In truth, Authority developments in many parts of the city are, in fact, an oasis.

Neatly kept lawns, trees, benches, play areas and a park-like atmosphere, attracts both tenants and persons from the surrounding area. In some projects, on a weekly basis, there are jazz and rock concerts, "movies in the street", various ethnic culture shows and other interesting and free entertainment during the summer months.

Unlike private developments, people from the surrounding neighborhood are welcome in the project area and to the use of project facilities such as the Community Centers, Libraries, Old Age Centers, playgrounds, etc. It has long been the intent of the Authority that its developments should not be an island in the midst of a community, but rather a vital part of that community. As can well be imagined, this has on occasion led to problems, some of which are outlined below:

Community Centers: There have been instances in which one group of youths would "stake-out" the project Community Center as their private "territory" and intimidate and/or assault any non-member of the group attempting to make use of the Center's facilities. If the assault came to the attention of the police, corrective police action was taken.

Whether or not the intimidation of youths attempting to use the Center continued or not often depended upon the strength of character of the Center Director. A strong-willed Director, able to relate to youths, usually corrected the condition on his own, or with some assistance from the Housing Police Community Relations Unit. Indecisive or weak Directors would usually ask to be transferred, or if the condition got out of hand would be replaced. Another source of concern is the occasional dance given at a Center and open to all. Quite often rival groups will attend and fights may break out in the Center or outside when the dance is over. Officers assigned to the location will usually attempt to be in the area when the dance is over to prevent trouble or break up any groups that may tend to become disorderly.

Youth Gangs: During the late 50's, there was a good deal of youth gang activity in New York City. Since teenagers, then as now, make up a substantial portion of the Authority's tenant population it was not unexpected to find youth gangs in and around Authority projects. The decline in the 1960's of gang membership and related activities is usually related to the sharp increase in youthful drug addiction, during the same period.

Within the last three years, there has been a resurgence of gangs, with memberships including teenagers and young adults in their twenties, not infrequently veterans of the armed services.

Where their earlier counterparts fought over "turf" and real or imagined wrongs with "zip" guns, knives, chains, bats and such assorted weapons the present day gangs use much more sophisticated weapons.

There is no need for a gang member to take the time and effort to make a "zip" gun, which may blow up in his hand when he attempts to use it, when cheap, "Saturday Night Specials" are so readily available. Servicemen returning to New York from overseas or out of state, are a source of supply of handguns of all types. There have been reports, as yet unconfirmed, of gangs in possession of automatic weapons.

Because of the seriousness of the gang problem, the NYCPD established a borough-wide Youth Gang Task Force, charged with working with the City's youth gangs and collecting, analyzing and disseminating intelligence received from all sources.

Weekly meetings are conducted which are attended by representatives of police agencies within the City and from surrounding suburbs, as well as representatives of other concerned City agencies.

Known gangs are usually classified as:

Fighting Gangs: Apparently formed for the purpose of conflict with other youths and related anti-social activity.

Social Gangs: Usually formed for social and/or sport activities.

Marginal Gangs: Possibility of going either way. Ostensively a social group, but will fight if they feel threatened.

Juvenile Gangs: Youths, usually pre-teenagers, who engage in vandalism and other apparently senseless destruction.

Street Corner Gangs: Usually youths who "hang around" street corners, candy stores, pizza parlors, etc., and engage in little or no activity.

It was estimated that at one time there were possibly up to 145 gangs in the City, including some all female gangs. Many of the groups wear distinctive and brightly colored jackets and prefer to be called "organizations" rather than gangs.

Youths join gangs for many and varied reasons, and not infrequently, because of a need to identify with others for self-protection. Youth gangs are continually recruiting and refusal to join may result in the reluctant recruit being assaulted or ostracized.

The Housing Police Community Relations Youth Team maintains liaison with the Youth Gang Task Force and attempts to maintain dialogue with various youth gangs. The team has been called upon to mediate real or imagined grievances between rival gangs and on at least one occasion eased tension between two such gangs by the simple expedient of securing summer jobs for several members of each gang.

The Youth Team found that for the most part the gangs composed of Authority residents do not engage in anti-social behavior within their resident projects. Often a youth's parents are not aware that he belongs to a gang until it is brought to their attention, as a result of the youth being arrested or injured.

The combined efforts of the City's police and other concerned agencies have gone a long way toward keeping the youth gang problem under control.

Racial Tensions: The New York City Housing Authority in addition to being an equal opportunity employer, rents apartments to eligible persons without regard to ethnic background. Little or no racial tensions developed within the developments as a result of this policy of integration. However, in at least one area, where an integrated housing development was constructed in a previously all white neighborhood, racial problems did develop between the minority development tenants and persons from the surrounding area.

The problem apparently started when project minority youths began utilizing neighborhood facilities and local neighborhood white youths reacted. The confrontations resulted in fist fights, assaults, group fights, retaliatory incursions into the project area by neighborhood youths and out to the surrounding area by project youths.

Swift and effective action by the Authority's Intergroup Relations Unit, Housing Police Community Relations Unit and the NYC Police Department's Community Relations Unit ended the conflict. Concerned citizens from both the development and surrounding area were contacted and their support enlisted. Meetings were held involving members of the conflicting groups, and community leaders, and grievances were fully aired. Fortunately, clear thinking individuals on both sides were able to calm their individual groups, differences were resolved, and order restored to the area.

Design: The design of some of the project buildings and outside areas makes them particularly attractive to persons with criminal intent. Wherever possible corrective measures were recommended and taken to

provide better security. Following are some of the problem areas:

Lighting: It was noted that purse snatches and muggings occurring in the outside area during the evening hours would usually occur in the most isolated or darkened areas of a development. Landscaping, including shrub lined walks, was often utilized by potential muggers for concealment while waiting for or stalking a victim.

Cutting the shrubs back substantially and eliminating dark areas through the installation of new high intensity lighting drastically reduced the incidents of muggings and purse snatches in the areas in question. The Authority as a matter of course has been upgrading the outside lighting throughout its developments.

Landscaping: In one development, a series of step-in burglaries of ground level apartments was noted. The perpetrator was apparently able to climb unseen through a ground level apartment window, usually left open because of the summer heat, while the occupants were away. After ransacking the apartment, the perpetrator would exit through the apartment door leaving same unlocked. A stake-out revealed that the perpetrator would first spot a ground level apartment with the window open and then determine if the occupant was at home, often by simply knocking on the apartment door. Satisfied that the apartment was unoccupied, he would proceed to the side of the building, wait until there was no one in sight, quickly cross the lawn area and climb through the window. If he observed someone coming while trying to gain access to the apartment he simply laid down behind the shrubs until the person was out of sight and tried again.

Needless to say the shrubs were cut back and trimmed out and window guards installed on ground level apartments, upon request by the tenants. Also through the media of Housing Authority Newsletters, which are printed and distributed in each project, an educational campaign was conducted to encourage tenants to lock their windows, particularly in ground level apartments, whenever they left their apartments.

Windows: In at least one of the older developments a series of day burglaries with no sign of forced entry came to the attention of the Housing Police. The burglaries occurred on various floors of the building and the tenants would return home to find the door unlocked and the apartment ransacked.

Tenants were alarmed, believing that an Authority master key was being used. For emergency reasons the Authority at each location has a master key that will open every apartment door. The potential danger of the loss of such a key is well recognized and consequently strict control of the key is maintained. The Authority knew there was no missing key, but all attempts to reassure the tenants were to no avail.

It was noted that all of the burglarized apartments had windows which were at a right angle to a building and stairwell window. Although some of the burglarized apartments had bar type window guards, investigating officers felt sure the burglar was stepping out of the stairwell window into the apartment window.

When apprehended the perpetrator admitted stepping through apartment windows from stairwell windows and his emaciated condition explained how he was able to slip between the bar type window guard. After burglarizing

the apartment, he would simply leave by the front door, accounting for the unlocked doors.

The installation of better window guards and an educational campaign to induce tenants to lock windows before leaving their apartment corrected this condition.

A development in Manhattan, having apartments with private balconies on every other floor, was the scene of a series of night burglaries. The perpetrator would enter the apartment while the occupants were asleep, take whatever money, jewelry and other easily concealable items he could find, and leave. There were no signs of forced entry and the door would be found unlocked when the family awoke. In at least two instances, the occupants awoke and the burglar fled through the apartment door. When apprehended, it was learned that he would simply go to the roof of a 15 story building, step over the edge and lower himself onto the fence surrounding the top floor apartment balcony. Since it was during the summer months, either the balcony door would be open or an adjacent window through which he could insert his hand and open the balcony door. After collecting all the valuables in sight, he would make his exit through the apartment door.

In yet another Manhattan project a drug addicted husband and wife, assisted by another male, teamed up to commit night burglaries. Their method of operation was to spot an open 14th floor apartment window, determine that the apartment was unoccupied and then lower the female on a rope to the window where she would step into the apartment and open the door for her accomplices. Gallant to the end, the males would carry out the heavier loot while the female carried the lighter articles.

Fortunately, there are not too many people willing to be lowered over the edge of a 14 story building at the end of a rope of questionable strength.

Building Entrances and Lobbies: Many building entrances face into the project rather than onto the public street. This means that a tenant returning home late at night, particularly during the winter, may well be the only person in the area. The relative seclusion of the building lobby is conducive to crimes against the person, since a potential felon may be hiding in the lobby or follow the tenant from the street.

In an attempt to provide greater security and keep potential criminals out of the buildings, the Authority, after a survey of the tenants, contracted with the New York Telephone Company for an intercom system and buzzer controlled locked lobby doors. With this system, the lobby door is locked and tenants are provided with keys. Visitors use a push button telephone, located adjacent to the lobby door to dial the three digits assigned to the apartment they wish to visit. The apartment tenant answers the telephone in his apartment and if he wishes to admit the visitor, simply dials O/operator, and the lobby door is unlocked.

This system was installed in those projects where the majority of the tenants voted in favor of it and works very well. However, in some developments, in an attempt to circumvent it, the lobby telephone has been vandalized, glass panes in the lobby door broken, pieces of paper and other objects placed in the door latch.

Lock Cylinders: A series of burglaries involving the unscrewing of door lock cylinders to gain admittance resulted in the Authority developing a heavy metal striker plate to protect the cylinder. It was noted that the outer retaining ring would be broken off, usually with a large screwdriver, exposing enough of the edge of the lock cylinder so that it could be securely gripped with vice grip pliers. A sharp jerk on the pliers was usually enough to break the screw holding the cylinder, allowing it to be unscrewed and removed from the door. With the cylinder removed, the door could then be opened with a finger or screwdriver.

The plate devised by the Authority is securely fastened to the apartment door and completely covers the cylinder edge, leaving only the face of the cylinder exposed. The new plate ended this method of illegal entry.

Light Fixtures: Vandalism of outside lights and lobby fixtures over the years led to the use of more durable, "vandal proof" outside lighting and lobby fixtures in new developments and/or replacements in the older ones. The new fixtures and lights have drastically reduced the incidents of breakage.

Elevators: The elevator problem has two facets, one regarding crimes committed therein and the other regarding damage to the elevators themselves.

A substantial number of robberies and sexual assaults occurred in project elevators when unsuspecting victims entered an apparently empty elevator, only to find someone hiding therein. The installation of a metallic mirror in the elevator cab, close to the roof, permitting anyone about to enter the elevator to see the entire interior, helped to offset this problem.

An educational program, again through the media of the Authority's Newsletters, advised tenants not to enter an elevator with a person unknown to them or who appears suspicious. They were also advised not to exhibit large sums of money in neighborhood stores as quite often undesirables frequent such places to spot prospective victims and follow them to their residence and assault and rob them.

Lone females and children have been followed into project elevators and when the elevator starts to ascend, the victim is threatened with a weapon and ordered to remain quiet. The elevator is then stopped between floors by pulling the cab door open and the assault or robbery committed. Since most of the project buildings have two elevators, one stopping on the even and the other on the odd floors, when the elevator is stopped between floors, the interior of the cab is not visible. Further, as long as the elevator door is wedged open, the elevator will remain stationary.

When the assault is completed, the perpetrator merely allows the door to close and the elevator continues its interrupted ascent to the next floor where the perpetrator exits from the elevator after pushing a button for a higher floor and forcing the victim to remain inside.

There have also been reported incidents of perpetrators riding the top of the elevator, reaching this position through the elevator hatch door in the cab roof, and riding up and down on the elevator until a likely victim enters the elevator alone. By opening the hatch door between floors, the elevator automatically stops and the perpetrator demands the victim's money under the threat of bodily harm. After receiving

the money, the perpetrator exits on the next floor and presses a button for a higher floor and forces the victim to remain on the elevator.

As might be expected, elevators in Authority developments receive a great deal of use and abuse. Children, living in the development and from the surrounding area, often play in the elevators, riding up and down and stopping on every floor. Far too often, tiring of this tame amusement, they climb on top of the elevator through the cab hatch door, and ride up and down. A variation of this is to jump from the top of one elevator to the top of the second, as they pass in the elevator shaft.

Again, as might well be expected, this dangerous pastime has resulted in severe injuries and several fatalities when youths fell from the elevators to the bottom of the shaft, slipped between the elevator cab and the shaft wall, or were struck on the head by the descending elevator counter-weight.

The injuries received press coverage, the Authority Newsletter repeatedly advises parents and children of the danger involved and the Housing Police Community Relations Unit conducts lectures on elevator safety at local schools and tenant association meetings, pointing out the inherent dangers of this type of playing.

Several preventive measures are being evaluated. One utilizes a mercury switch which automatically stops the elevator and sounds an alarm when anyone climbs on top of the elevator.

Damage to development elevators is a constant source of concern to the Authority. The glass window in the elevator cab, as well as that in the outer door, may be broken or removed, creating a hazardous condition. Elevator floor buttons are burned or broken off. The hall

door inter-lock is jumped, using cigarette package tinfoil, allowing the elevator to operate and the "jumped" door to be opened when the elevator is not at that floor. Tenants are constantly reminded that tampering with an elevator is a crime, and persons engaging in same subject to arrest.

A fairly recent trend that seems to be emerging is the breaking into elevator penthouse control rooms and the damaging of elevator control panels which are extremely costly to replace. In addition, since they are not stocked items, a new control panel must be ordered, built at the factory and shipped. This is a time-consuming process and results in the elevator being out of service for long periods of time, with resultant inconvenience to the tenants.

Graffiti, which has become a major problem in the City of New York, is also a problem in Authority developments. Fortunately, the City has a strong anti-graffiti statute and persons apprehended for defacing public property are prosecuted to the fullest extent.

#### VOLUNTARY RESIDENT GROUPS:

In dealing with security in high rise developments, particularly those of the New York City Housing Authority, it would be a serious omission to overlook the part played by voluntary resident groups.

The dedication, unselfish concern for their community, and the valuable assistance rendered to the Authority and the New York City Housing Police Department by the following groups is herewith gratefully acknowledged:

1. Tenants Organizations.
2. Resident Advisory Committee.
3. Tenant Patrols.

A brief description of the functions of the aforementioned groups follows:

TENANT ORGANIZATIONS: In the 1966 revised edition of its Tenant Organization Guide, the New York City Housing Authority described its policy regarding tenant organizations as such:

"In line with this policy (encouraging the organization of tenant organizations), Housing Managers and supervisory personnel of the Management Department meet with representatives of tenant organizations, to discuss tenant problems and matters of mutual interest to the Authority and the tenant body. The policy is based on the conviction that community strength develops best in an atmosphere of voluntary citizen participation. Successful organizations of this kind produce internal resources that can never be duplicated by outside sources.

#### TENANT ORGANIZATIONS:

Through the formation of tenant organizations, we hope to demonstrate ways in which tenants in public housing can be helped to use their skills and strengths, together with those of management and the community, to achieve a better social climate for themselves, their families, the project community and its environs. The key is self-help and self-determination."

For many years it has been the policy of the New York City Housing Authority to encourage its tenants to form Tenant Organizations on an individual project basis, with the assurance that once established they would receive the full cooperation and support of the Authority.

The Authority fully acknowledged the right of the tenants to organize for any reason of their choice, but reserved the right to recognize only those organizations which:

1. Are composed of residents of the development concerned, and formed for the purpose of promoting the welfare of the tenants.
2. Are not of a partisan or controversial nature and which do not engage in discriminatory practices.

The Authority further reserved the right to limit discussion with tenant organizations to those matters properly coming within the purview of the Housing Authority's functions.

Each of the Authority's developments, except some single building developments, is under the administration of a Manager. The Manager is responsible for the overall efficiency and good order of the development.

#### TENANT ORGANIZATIONS:

including the responsibility of working closely with the tenant organization.

The Authority's Management Department, through its Tenant Organization Division, provides the tenants and project manager with professional advice and technical assistance in organizing a tenant organization.

In encouraging the promotion of tenant organizations, the Authority was well aware that there would be times when their activities would prove to be a strain on tenant-management relationships. Despite whatever risks might have been involved, the Authority sincerely believed that there could be no substitute for the contribution that tenants are capable of making to the good and welfare of the community.

Feeling that community strength develops best in an atmosphere of voluntary citizen participation, the Authority's policy is to have the Housing Manager, and other supervisory personnel of the Management Department, meet periodically with representatives of the tenant organization. At these meetings, tenants' problems and matters of mutual interest to the Authority and the tenant organization are fully and frankly discussed. Usually, problems can be resolved at this level.

However, it is recognized that on some occasions, problems will not be resolved at the project level, and a tenant organization may wish to meet directly with the Authority Members. The Manager is therefore authorized to make these arrangements.

The position of Manager carries a great deal of prestige since he represents the Housing Authority in his development. An important part of the Manager's job is to be readily available to representatives of

TENANT ORGANIZATIONS:

the tenant organization as well as tenants who may not choose to join the organization.

The Manager interprets the Authority's policies and procedures for the tenant organization so as to provide the widest tenant understanding and acceptance. He can also be of great assistance to the tenant organization in identifying community problems and suggesting remedial courses of action.

In his capacity of resource consultant, the Manager keeps the tenant organization advised as to the various agencies and facilities available to meet the community's needs.

Once a tenant organization is established by a group of interested tenants, and a constitution established, the first order of business is the election of officers; usually a President, Vice-President, Recording Secretary, Corresponding Secretary and Treasurer. The name of the organization is usually taken from the name of the development. Thus in Carver Houses it is the Carver Tenant Organization, in Grant Houses the Grant Tenant Organization, etc.

Reflecting the city-wide concern with crime and security is the Tenant Organization Security Committee, which may be one of several committees established within the framework of the organization. The Housing Police Department attempts to maintain liaison on an ongoing basis with the Security Committee, or in the absence of one, the Tenant Organization President, to discuss matters of mutual concern. Ideally, and where feasible, monthly meetings are held between the District Housing Police

TENANT ORGANIZATIONS:

Sergeant, project Manager and Tenant Organization President or Security Committee Chairman.

These meetings have proven to be of mutual benefit. Often the tenant organization serves as a clearing house for complaints from tenants reluctant, for one reason or another, to make the complaint personally. In this way, the Housing Police often learn of unreported crimes or undesirable conditions not previously reported. Other complaints may concern allegations of misconduct, slow response to a call for police assistance, or indifference on the part of assigned officers.

All complaints are thoroughly investigated and the complainant and tenant organization advised of the results of the investigation. Often the allegations against assigned officers, after investigation, are found to be the result of a tenant misunderstanding the reason for an officer's action, which may have been quite proper under the circumstances involved.

Not all references to the police are negative in tone. Quite often the tenant organization takes the occasion of the meeting to commend an individual officer for outstanding performance. A good number of Housing Police Officers, throughout the City, have been honored with plaques in appreciation of outstanding performance.

The meetings give the Police and Management the opportunity to present facts to help dispel false rumors which may have been circulating in the development and causing tension and ill feelings. The support of the tenant organization spreading the true facts at tenant meetings and by word of mouth, bolstered by articles in the Authority Newsletter, goes

TENANT ORGANIZATIONS:

a long way toward correcting this type of condition.

Management benefits from the meeting by having a forum through which they can explain the reason and necessity for possible new regulations or procedures. In turn, Management learns of such things as maintenance problems that may have escaped the notice of the project staff, possible misconceptions held by the tenants, sources of possible friction between tenants and management, and related information.

Tenants have an opportunity to express grievances, ask questions, and get factual information. They also gain support for proposed activities that will benefit the community and just "rap" with people sharing a mutual concern. This liaison goes a long way toward creating mutual respect, trust and cooperation between the tenants, police and management.

On the infrequent occasions when problems cannot be resolved at the project level the Manager, upon the request of the tenant organization, may arrange for a high level meeting at Central Office with the Authority. Representatives of the tenant organization meet with the Authority Members (Chairman, Vice-Chairman and Member), the project Manager, the Chief Manager of the Management Division within which the project is located, a high ranking member of the Housing Police Department, and other Authority staff.

For various reasons, sometimes financial, the tenant organizations do not always get everything they request. However, for the most part, after meeting with the Authority Members the tenants leave satisfied that the Authority has acted in good faith and has done the best it could for them, under the circumstances.

TENANT ORGANIZATIONS:

Most tenant organizations function well. A relative few become ineffective due to lack of leadership or membership participation. In cases of this type, all possible assistance is supplied by the Authority to revitalize the organization.

No member of a tenant organization receives any financial compensation. Despite this, and in a commendable spirit of self-sacrifice and concern for the community, these volunteers often spend long hours, after leaving their jobs, preparing for and conducting organization business.

The mature leadership and accomplishments of the tenant organization more than justify the Authority's early and lasting confidence in this concept.

#### TENANT PATROL:

In late November, 1973, a leading public opinion and market research firm, Daniel Yankelovich, Inc., conducted a survey of 1,341 New York City residents for the New York Times.

Respondents were asked to name the issue that was of greatest concern to them personally, and which they would like to see the City administration do something about. Two out of five New Yorkers - 41 per cent of those surveyed - cited crime, danger in the streets, or law and order as their prime concern. Crime was selected four times as frequently as any other issue.

Respondents were also asked: "What's the one thing that would make you feel safer - more policemen on the beat, better lighting, some kind of private neighborhood patrol, or having a gun or some weapon of defense?" While three out of five chose more policemen, it was interesting to note 21 per cent chose neighborhood patrols.

A form of "neighborhood patrol" had been in effect in the Authority's St. Nicholas Houses as early as January, 1967. Organized by a public spirited tenant, forty young men paid through Neighborhood Youth Corps funds, had been providing effective lobby patrol, tenant escort and related community services.

This Youth Patrol, and a volunteer male adult patrol of the Carleton Manor development, a single building having no Housing Police coverage, produced promising results. It was felt that these early patrols had an impact on crime and vandalism, in addition to giving neighbors of all ethnic backgrounds an opportunity to work together constructively for the common good.

#### TENANT PATROL:

For the past few years, the Authority had noted that its tenants have placed greater emphasis on improved security than on physical improvements within the developments.

Tenants appeared to believe that the only solution to the security problem was the addition of more and more police officers to the Authority's force. The prohibitive financial expenditures involved in enlarging the Housing Police Force to the size required to meet the tenants' request was not lost on the responsible tenant body when the figures were made available to them.

However, with a sincere concern for the security of its tenants and the concurrence of the Department of Housing and Urban Development, the Authority devised a hallway and block attendant security system to utilize this widespread tenant concern.

Since funds for financing paid youth patrols were severely limited, it was apparent that it would be necessary to rely heavily on volunteers. The need for a supporting structure to organize, encourage and support the proposed volunteer tenant and youth patrols was recognized and a Tenant Patrol Unit was established within the Authority's Management Department. This unit consists of a supervisor, assistant supervisor, and three part-time consultants.

The supervisor and assistant supervisor are responsible for supervising consultants; maintaining liaison with project managers; reviewing weekly reports from patrol supervisors; reviewing requisitions for equipment; attending meetings at projects; preparing monthly reports and the tenant patrol newsletter; conducting monthly meetings with tenants

#### TENANT PATROL:

patrol supervisors; establishing a training program and encouraging the tenant patrol Beautification Program.

The consultants are responsible for visiting various developments to aid in the formation and maintenance of patrols. The minimal supervision of members of the patrol and reports required for insurance purposes, require more than could reasonably be expected of a volunteer. Therefore, developments are authorized to hire one or two Tenant Patrol Supervisors who work ten or twenty hours weekly, at approximately \$2.96 per hour.

The Tenant Patrol Supervisors are usually hired by the development manager after consultation with members of the patrol. While the Tenant Patrol Unit assists in recruiting, it is the tenants' program and they set the hours they will operate and make most of the other decisions governing the patrol.

Since maintaining interest is imperative, various aids, designed to build pride and maintain interest, have been authorized. These include buttons, armbands, jackets, light refreshments, indoor-type games for patrol headquarters, etc. These aids, in addition to awards, testimonial dinners and other forms of recognition, are also useful in maintaining a continuing sense of pride and satisfaction in the patrol members.

Many factors determine the type of operation the Tenant Patrol will institute at the individual development. Tenant willingness to volunteer will determine if a patrol is established or not. Local conditions will determine if the patrol will consist of lobby attendants, escort service, outside patrol, building patrol or a combination of all four.

#### TENANT PATROLS:

Developments with high rise buildings have a large number of tenants and sizable lobbies. Consequently, they are better suited to a system of control by lobby attendants screening persons entering the lobby. A lobby telephone is provided so that the tenant patrol can quickly summon the police, should they be needed.

Escort service, from a central patrol headquarters, for elderly tenants or unescorted females returning home from work late in the evening may be more appropriate in low rise buildings.

An important, but unexpected development was the extent of senior citizen participation. The tenant patrol apparently provided them with an opportunity to help themselves and their community, while becoming involved in social contact with congenial neighbors having similar interests. The age of participants available, may also have influenced the type of patrol. Youth patrols seem better suited to escort service or outside patrol, while adults may prefer lobby control.

#### BEAUTIFICATION PROGRAM:

Tenants in many buildings having a tenant patrol, have become involved in a program of beautifying their buildings in various individualistic and innovative ways. Tasteful use of bright paint, wallpaper, carpeting, chandeliers, mirrors, framed pictures and other "homey" touches have created interesting, cheerful and unique effects.

The potential of this program has resulted in visits to some of the developments involved by interested persons from throughout the City and even from out of state. All of the cost and labor involved, with the possible exception of a contribution of paint and related materials, is absorbed by the tenants themselves.

BEAUTIFICATION PROGRAM:

The Beautification Program appears to foster a feeling of pride in the tenants involved, as well as the tenants of the rest of the building. Consequently, those areas beautified by the tenants themselves, suffer little or no vandalism.

Tenant patrols are not a substitute for the police, nor are they vigilantes. Their function is to act as a deterrent and to immediately contact the police should trouble arise. Cooperation between the patrols and the police is good.

By August 1973 there were over 110 individual patrols composed of more than 11,000 volunteers, and the prognosis for increased tenant participation is good.

The self-sacrifice and dedication of the members of the tenant patrols has materially contributed to making the developments of the Authority safer and more pleasant places to live.

**END**