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NEW YORK CITY POLICE DEPARTMENT A N N U A L R E P O R T 1 9 8 6



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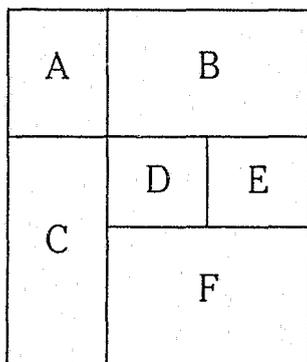
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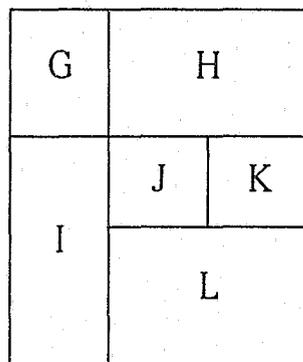
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COVER: Liberty Centennial Celebration, New York City, July 3-6, 1986



FRONT:

- A. A lost child in good hands.
- B. The Statue of Liberty at dusk against the dramatic Manhattan skyline.
- C. A spectacular fireworks display celebrates the Statue of Liberty's 100th anniversary.
- D. An estimated 200,000 people were on hand at Battery Park for the Liberty Harbor Festival.
- E. A Police Department harbor launch on patrol.
- F. The Indonesian Navy's 191 foot barkentine salutes the Lady during the parade of Tall Ships.



BACK:

- G. A Police helicopter delivers video camera equipment atop the Verrazano Bridge to enable monitoring of harbor activity.
- H. The battleship U.S.S. Iowa from which President Reagan conducted the International Naval Review of 32 U.S. and foreign vessels.
- I. "...*Mother of Exiles. From her beacon-hand Glows world-wide welcome;*" (Emma Lazarus' poem)
- J. One of the 27,000 police officers who worked during the Liberty Celebration directs visitors to their destination.
- K. Happy faces were a common sight among the millions who participated in the gala four day tribute to Miss Liberty.
- L. The refurbished Lady. "...*the light from Liberty's torch once again shines forth on the world.*" (Mayor Edward I. Koch)

*To The Honored Memory Of
Those Members Of The
New York City Police Department
Killed In The Line Of Duty*

*Detective Anthony Venditti
Joint Organized Crime Task Force/O.C.C.B.
January 21, 1986*

*Police Officer Scott Gadell
101st Precinct
June 28, 1986*

*Police Officer Kenton Britt
Highway Unit # 3
November 12, 1986*

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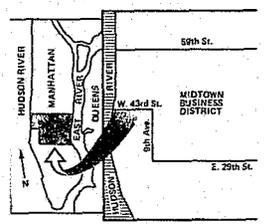


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MESSAGE FROM THE MAYOR

"The flexibility to develop strategies to handle all types of enforcement needs is part of what makes our Police Department the world's finest."

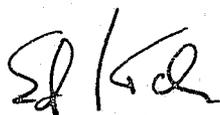


Photo credit: Joan Vitale Strong

My Fellow New Yorkers:

I am proud to present the 1986 Annual Report of the New York City Police Department. The accomplishments of 1986 remind us that the Police Department is capable of responding to the challenges that affect our quality of life.

One of the major challenges for the Police Department in 1986 was the coordination of the security for the Fourth of July celebration. Thousands of uniformed and civilian members helped ensure the safety of our citizens and visitors at the commemorative salute to the Statue of Liberty. The Police Department is to be commended for the extensive planning and coverage that was expended during Liberty Weekend.

In 1986, the Department also confronted another major challenge. The use of "crack", a highly addictive cocaine derivative, began to reach epidemic levels in our communities and currently poses a vital threat to our youth. The Police Department responded to this crisis with the formation of the Special Anti-Crack Unit. The unique nature of this drug led the Department to devote an entire unit to this problem rather than utilize officers from the existing narcotics enforcement unit.

The Police Department is striving to end the epidemic of crack and drug abuse in this City. I remain hopeful that the Federal government will someday recognize its duty to prevent drugs from ever reaching our cities.

I would also like to highlight the work of another unit, the Bias Incident Investigating Unit. Its staff investigates crimes which are primarily motivated by hatred against the victim's religion, ethnicity, race or sexual orientation. The objective of the Bias Unit is to analyze and classify every reported bias incident, identify trends in bias related behavior and take steps to prevent further incidents of bias. The work of this unit is crucial to preserving the tranquility in our neighborhoods.

These challenges can be met in part because the City's economic recovery is enabling the Department to return to the level of man-

power that existed prior to the fiscal crisis. In the last six years 5,000 officers have been added to the ranks. In addition, the Department has been strengthened by the hiring of 130 civilian employees during 1986 alone. This enabled more police officers to assume patrol duties. The increase in the Department's staffing level has allowed it to expand many of its successful initiatives as well as launch new ones. I am proud to say that by 1988 our Police Department, already strong in numbers, will finally reach full staffing levels (30,600 officers) for the first time since 1975. While I have mentioned only a few of the programs that will be described to you in this Annual Report, there are many more programs that perform essential services to make this city a safe and appealing place to live. The flexibility to develop strategies to handle all types of enforcement needs is part of what makes our Police Department the world's finest.

MESSAGE FROM THE POLICE COMMISSIONER

"...the Police Department strives to secure a city in which all people, regardless of race, ethnicity, or religion, can live in peace and dignity."

Benjamin Ward



The year 1986 will be remembered for many things. But no memory is more vivid than the centennial celebration for the Statue of Liberty. That celebration, witnessed in person by over 10 million people, presented the Police Department with a monumental challenge — to ensure that one of the largest events in the City's history would be enjoyed safely by all. I could not be prouder of the way in which the men and women of the New York City Police Department met that challenge in every respect. This report will describe in some detail the challenges we faced and how we planned and prepared for each contingent problem.

The Statue of Liberty celebration itself posed a huge challenge for us, but it reminded us of a more important challenge that con-

fronts the police every hour of every day.

The Statue of Liberty beckoned millions of our predecessors to come to this City to build new lives for themselves and it continues to beckon immigrants to become our new neighbors. Men and women of all nations, races, and religions worked hard and continue to work hard to create thriving communities in the City. Many fled and continue to flee oppressive conditions in their native lands which deprived them of the opportunities to lead free, productive, and happy lives. Whatever the condition that precipitated their exodus, many were leaving societies that failed to give them confidence in their futures — confidence that they could provide for themselves and their children, practice their beliefs, socialize freely and fearlessly, and control the forces that governed their daily lives. The police cannot guarantee all these things to all people, but few expect us to do that. However, a city that is keeping its promise to its citizens must have a police department that is willing and able to help its citizens solve its problems of crime, fear, and disorder; to keep clear the paths toward prosperity, productivity, and peace.

Thus, the basic mission of the Police Department is not to impose a social order, but to help the community to create and maintain its own

social order within the limits of the law. As this report will show, 1986 saw serious new threats to this goal. The illegal sale and use of dangerous drugs like "crack" threatened to paralyze neighborhoods and lock their residents into an environment of fear and despair. "Crack" has generated multiple problems for the police and citizenry. These include health problems of narcotic addiction; murder among rival dealers; robbery and burglary to support "crack" habits; and flagrant, lawless, open-air drug dealing that robs citizens of the use of their streets and parks. The Department's Special Anti-Crack Unit was formed in 1986 to deal with some of these problems. The Unit made an impressive start, though its work is not yet finished. The Department must continue to find new and effective means to deal with a drug problem that has many hideous faces.

The Community Patrol Officer Program (CPOP) seems to hold the greatest potential for revealing the particular problems and needs of the City's neighborhoods and for developing effective, tailored responses to those problems. The program has been so enthusiastically received in the first 31 precincts where it operates that it was introduced into six (6) new precincts in 1986. The Department fully expects CPOP to be an integral part of the basic

delivery of police services. CPOP's potential has yet to be fully realized, but it is becoming increasingly clear that this style of policing satisfies expectations that both citizens and police officers alike have about what police work should and can be.

The Police Department's responsibilities to its citizens extend beyond just investigating crimes and making arrests. Part of our function is to provide citizens with information they need to keep themselves safe and to comply with the law. Twenty-five percent of the City's population was born outside the United States and new immigrants have acute needs for information. Thus, the New Immigrants Unit was created in 1985 to provide vital information in the immigrants' native languages and to dispel the negative impression of the police that many new arrivals bring from their homelands. In November of 1986, the New Immigrants Unit formed the Asian American Advisory Council, the first of its kind among city agencies; and in December, the Unit, in conjunction with the Board of Education, initiated a pilot

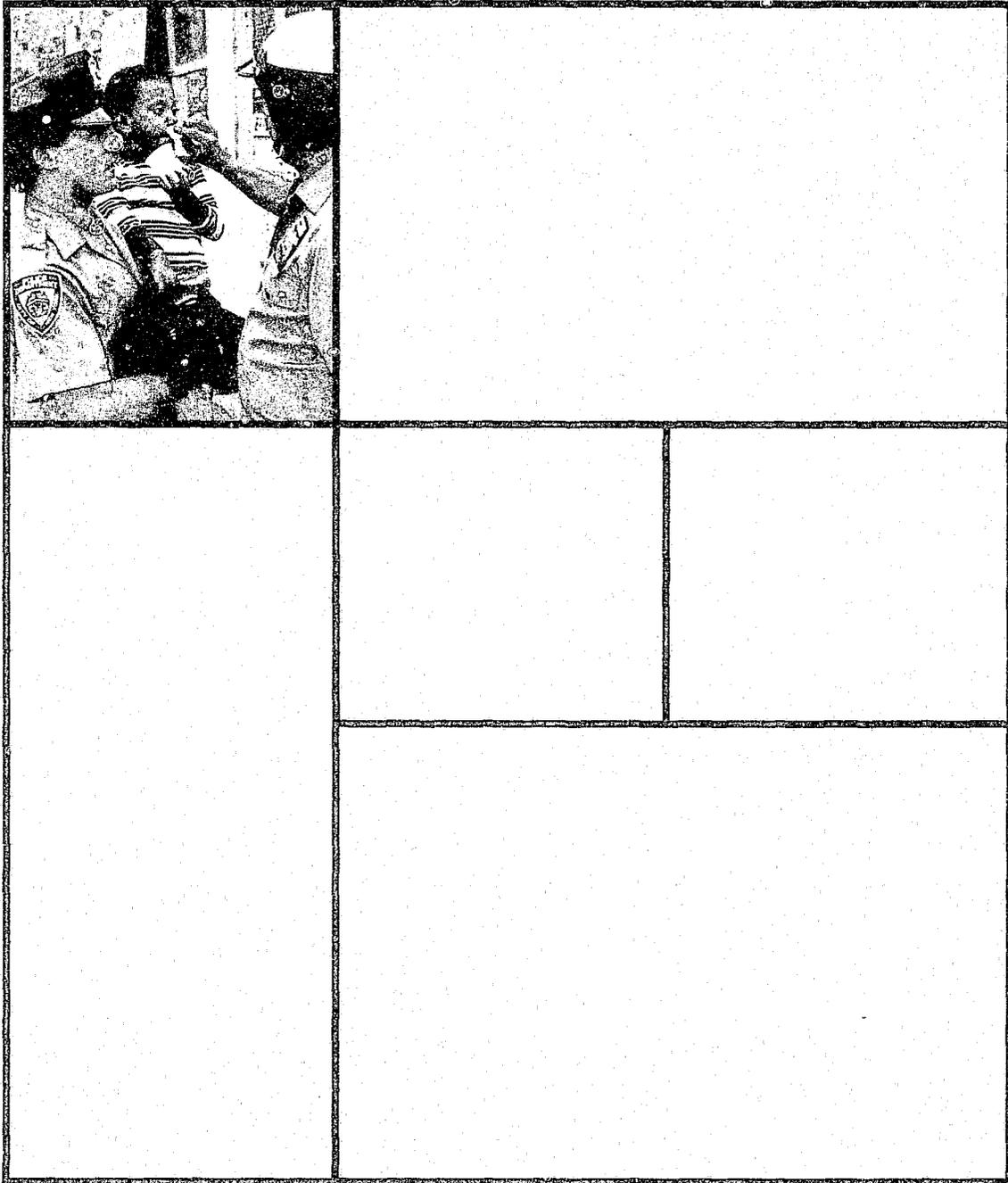
program to teach the children of new immigrants that the police are their friends.

In addition, the Precinct Receptionist Program serves members of the community who seek help at a precinct house but do not necessarily have a police related problem. The Receptionists frequently act as interpreters for non-English speaking residents. Currently, nine different languages can be translated by the different Receptionists. This year alone, the Program helped 96,338 community residents and was expanded to three additional precincts.

Crimes committed against persons or groups because of hatred toward their religion, race, or sexual orientation have a destructive impact far greater than the direct harm of the crime itself. They create a climate of fear and resentment that impedes progress toward a more harmonious social order. These crimes merit the special attention of the police. The NYPD was the first metropolitan police department to create a specialized unit to investigate bias incidents in response to the increase in this type of crime. In 1986, 255 incidents suspected to have been motivated by bias were investigated under the direction

of the Bias Incident Investigating Unit. Investigations of bias incidents are not the only responsibility of Bias Unit Investigators; they also make efforts to link victims with empathetic neighbors and speak at community meetings to try to dispel rumors and suspicions. This year, Department-wide training began so members of the service could more readily identify bias incidents.

With the Statue of Liberty celebration, 1986 was an especially challenging year for the New York City Police Department. And yet, in one sense, July 4th was really not so very different from any other day in New York. For 365 days a year the Police Department strives to secure and serve a city in which all people, regardless of race, ethnicity, or religion, can live in peace and dignity. It is a task that we accept with pride.



OVERVIEW

OVERVIEW

A brief statistical overview of reported crime, calls for police service, Police Department staffing and traffic enforcement in New York City during 1986 is presented below. These statistics provide only a partial picture of the Police Department's effectiveness in controlling crime and providing quality police service to the citizens of New York City. The Federal Bureau of Investigation is in the process of refining its Uniform Crime Reporting System to better reflect the complex nature of crime and more accurately portray the law enforcement efforts of the police. Nonetheless, these figures from the current crime reporting system and Department records paint an interesting, although incomplete, picture.

CRIME TRENDS

During 1986, crime in New York City, as reflected by the Federal Bureau of Investigation's Uniform Crime Reporting System — with a large assist from the "crack" explosion experienced during the year — increased 5.6%, slightly below the national trend of 6%. Specific "Index Crime" categories contributing to the increase included Murder and Non-Negligent Manslaughter (up 14.3%), Robbery (up 1.6%), Aggravated Assault (up 13.8%), Larceny Theft (up 7.5%) and Motor Vehicle Theft (up 8.1%). Reductions were recorded in two Index



categories: Forcible Rape, with a decrease of 8.9% and Burglary, down a slight 0.4%.

Though Index Crimes increased in the City during 1986, the level of reported criminal activity during the year remained well below the peak year of 1981. Total 1986 Index Crime was 12.5% below the 1981 level, as were a number of the major subcategories, for example: Murder and Non-Negligent Manslaughter (down 13.4%), Robbery (down 24.8%), Burglary (down 39.6%) and

Motor Vehicle Theft (18.0% below the level reported in 1981).

Nationwide, the FBI's Crime Index increased 6.0% in 1986, exceeding the City's reported rise. In the ranking of the country's 25 largest cities, New York was in 13th place in terms of Index Crime per 100,000 population for calendar year 1986. However, New York would have remained in 14th place, where it was in 1985, were it not for the FBI's exclusion of certain statistics submitted by

The National Uniform Crime Reporting (UCR) Program run by the Federal Bureau of Investigation (FBI) encompasses 16,000 law enforcement agencies throughout the United States covering approximately 97 percent of the nation's population. The UCR Program development began with the International Association of Chiefs of Police (IACP) Committee on Uniform Crime Records created in 1927 to prepare guidelines for standardizing crime reporting procedures throughout the country. Actual data collection began in January 1930 and was initially conducted by the IACP. The Uniform Crime Reporting Program was transferred to the FBI under enabling legislation passed in June of 1930.

FBI-UCR DEFINITIONS

Murder and Non-Negligent Manslaughter— The willful (non-negligent) killing of one human being by another.

Rape— The carnal knowledge of a female forcibly and against her will (including attempted rape).

Robbery— The taking or attempting to take anything of value from the care, custody, or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Aggravated Assault— An unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. This type of assault usually is accompanied by the use of a weapon or by means likely to produce death or great bodily harm.

Burglary— The unlawful entry of a structure to commit a felony or theft.

Larceny Theft— The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another.

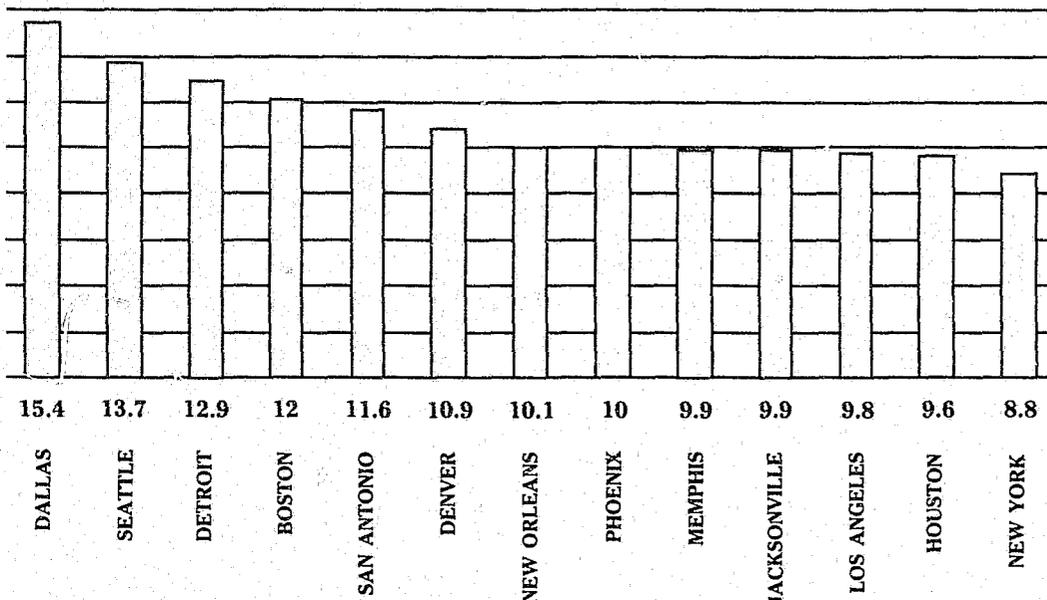
Motor Vehicle Theft— The theft or attempted theft of a motor vehicle.

Chicago that were not in accordance with National UCR guidelines.

Tracking the rising incidence of crime, New York City police agencies recorded significant increases in apprehensions in 1986, rising by 11.8% from 1985 totals. Arrests for Murder and Non-Negligent Manslaughter grew by 7.0%, Robbery by 12.7%, Aggravated Assault by 18.9% and Motor Vehicle Theft by 22.3% from the year before.

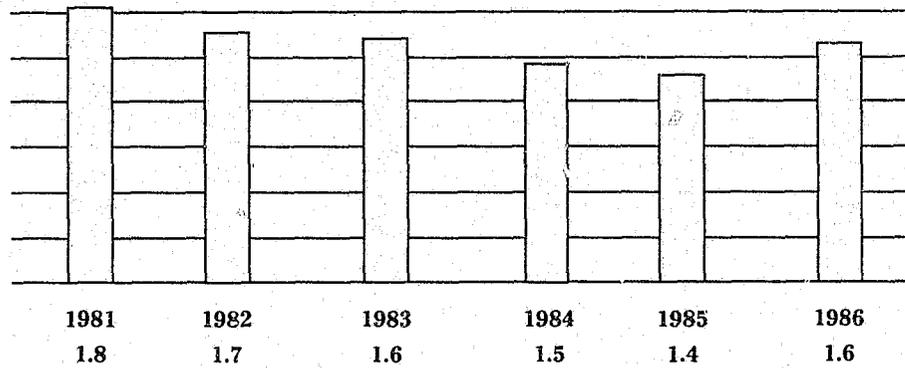
In response to the most serious crimes, a record 112,875 felony arrests were made by members of the New York City Police Department in 1986, with an accompanying all-time high number of arrests being effected by the Department for Robbery (19,304) and felony drug offenses (27,107).

TOTAL UCR INDEX CRIMES PER 100,000 POPULATION YEAR END 1986 (In Thousands)

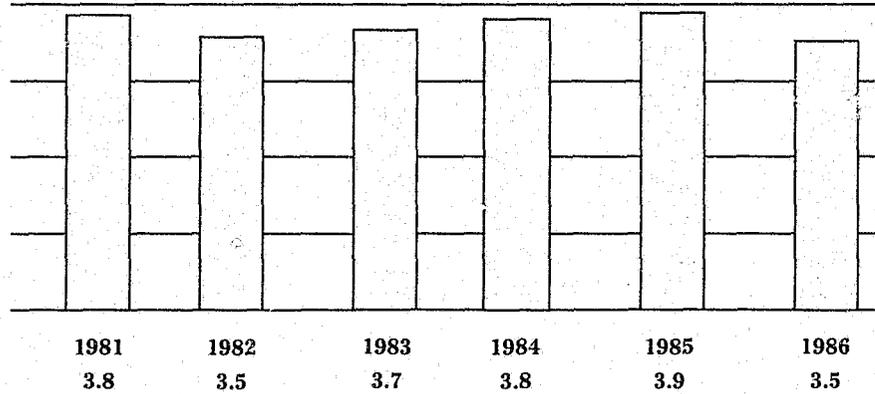


OVERVIEW

**MURDER AND NON-NEGLIGENT
MANSLAUGHTER, N.Y.C. (in Thousands)**

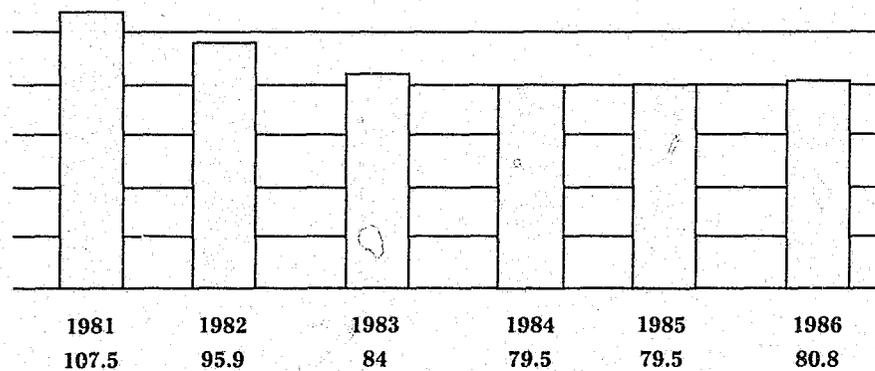


**REPORTED FORCIBLE
RAPE, N.Y.C. (in Thousands)**



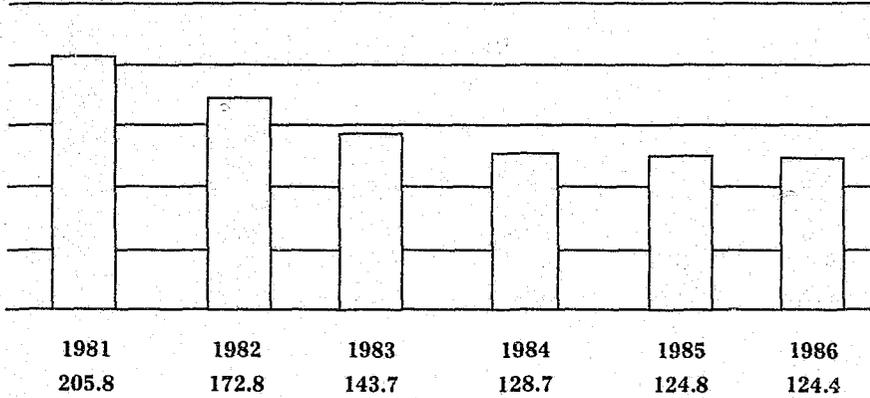
REPORTED ROBBERY, N.Y.C.

(in Thousands)

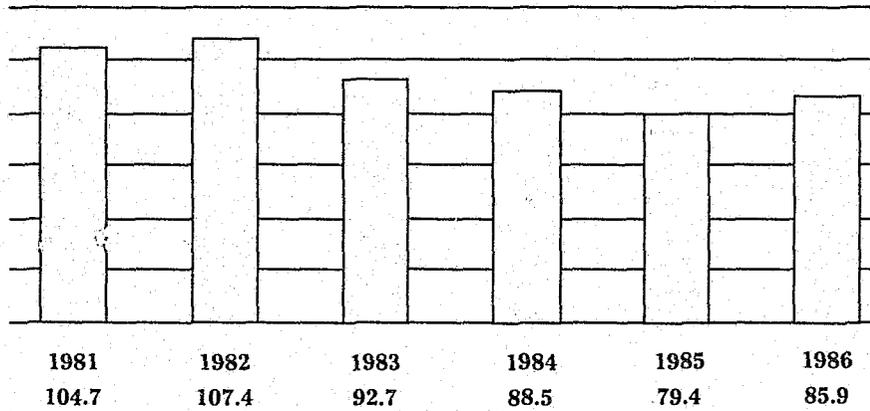


REPORTED BURGLARY, N.Y.C.

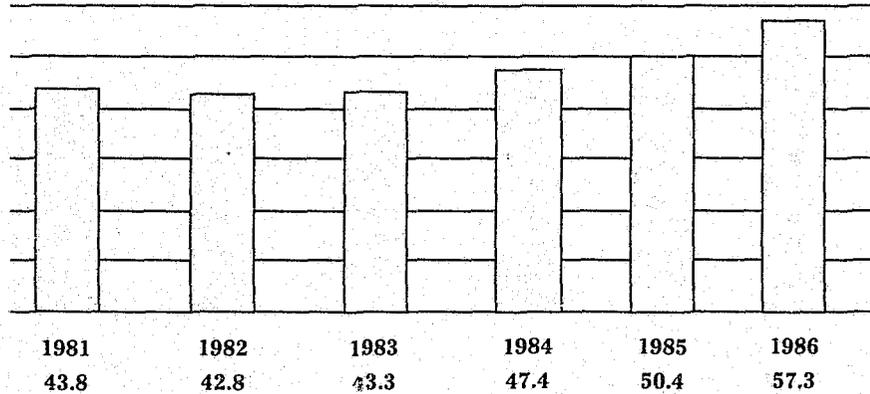
(In Thousands)



REGISTERED MOTOR VEHICLE THEFT, N.Y.C. (in Thousands)

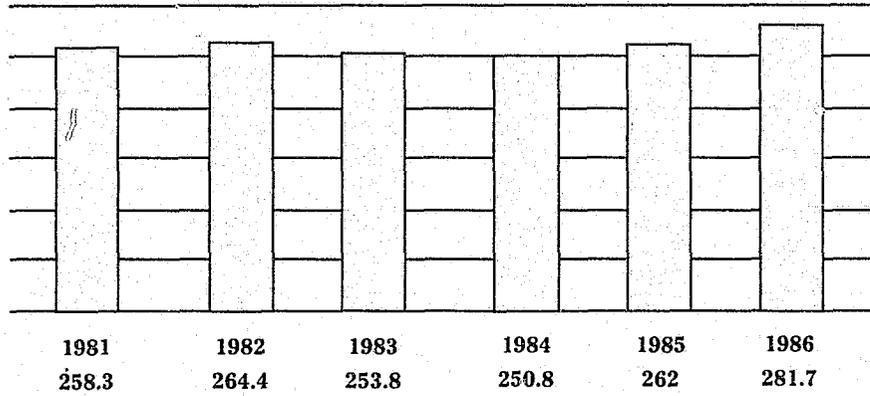


REPORTED AGGRAVATED ASSAULT, N.Y.C. (In Thousands)

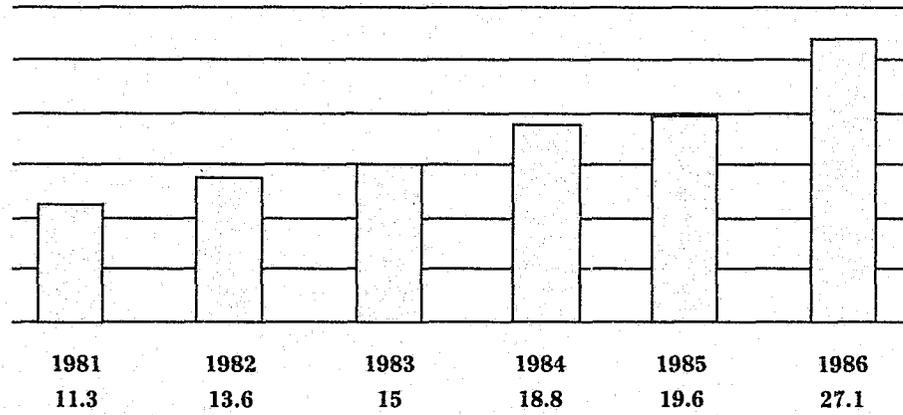


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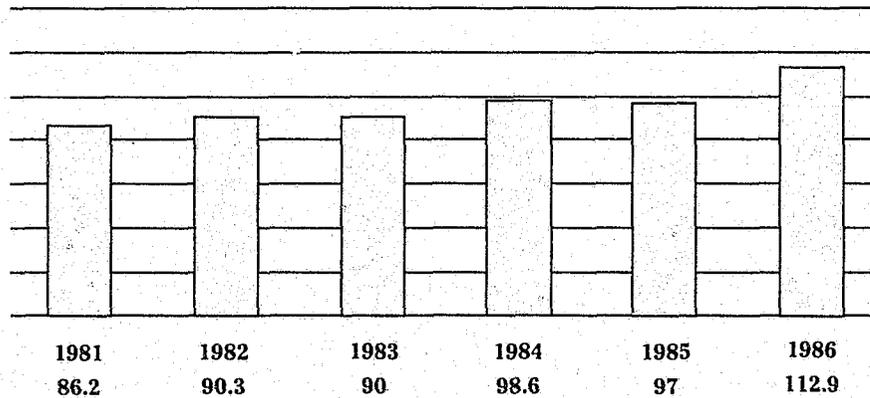
**REPORTED LARCENY —
THEFT, N.Y.C. (In Thousands)**



**NYPD FELONY DRUG ARRESTS
(In Thousands)**



**NYPD FELONY ARRESTS
(In Thousands)**



CALLS FOR SERVICE

In 1986, the New York City Police Department received 7,203,057 calls for assistance over the 911 emergency response system (an increase of 10.5% over the 6,518,435 recorded in 1985), which resulted in 3,475,306 actual dispatches of police units (7.5% more than the 3,233,444 police units dispatched previous year). The increase reflects, in part the greater use of the 911 system by the public for non-emergency calls for service. The Department is trying to re-educate citizens about the proper use of 911 as well as working to direct more non-

emergency calls to the precincts themselves rather than through the dispatch center.

The greatest stress was placed on the system in July. During the Statue of Liberty Centennial Celebration (July

3rd to July 6th), the Department's Communications Division received more calls for assistance than during any four day period in its history — answering 94,992 requests for police service during this time period.

911 KEY PERFORMANCE INDICATORS			
	1985	1986	%Change
Average Dispatch Time			
Crimes in Progress	2.8 Min.	3.1 Min.	+10.7%
Recorded Alarms	22.1 Min.	22.1 Min.	0
Others	5.7 Min.	6.4 Min.	+12.3%
Average Service Time	31.0 Min.	32.2 Min.	+ 3.9%
Backlogs	453	697	+53.9%



In 1986, New Yorkers dialed 911, the police emergency response telephone number, over 7,200,000 times — resulting in about 3,500,000 actual dispatches of police units. These facts highlight two trends: the growing public demand for police service (10.5% more calls than in 1985); and the continued widespread use of "Nine-Eleven" by the public for other than its intended purpose (in 1986, over fifty percent of all calls to 911 were of a non-emergency nature and screened out by police operators at intake). The Department is deeply concerned about this problem and is actively attempting to "de-market" the system, which has become a victim of its own success. For everyone's safety, 911 must be made synonymous with "FOR EMERGENCY USE ONLY".

OVERVIEW



Photo credit: New York Times/Neil Boenzi

By the end of 1986, the NYPD's uniformed strength had climbed to 26,793 police officers, an increase of almost 1,100 from the previous year — and almost 5,000 more than in 1982.

PERSONNEL LEVELS

In 1986, the New York City Police Department continued to make progress toward its goal of attaining its pre-fiscal crisis strength of 30,600 uniformed members.

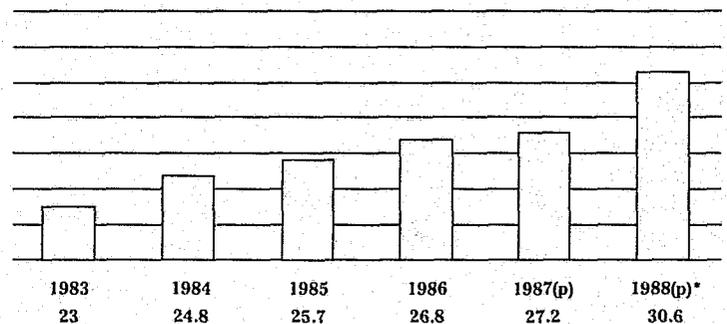
The Department's uniformed staffing level reached its lowest point in January 1982 (after 7 years of fiscally-imposed phased retrenchment), at which time the force dropped to 21,809 uniformed members. By the end of 1985, total uniformed strength stood at 25,695. By the end of 1986, it had climbed to 26,793, an increase of 1,098 police officers over 1985 — almost 5,000 more than in 1982. In the

future, the rebuilding of the NYPD will continue, and accelerate, until the Department is restored to its former uniformed strength.

During 1986, Department civilian staffing increased by 130, growing from 6,042

civilian employees at the end of 1985, to 6,172 by the end of 1986. Since 1982, total civilian staffing has increased by 555 positions in an expanding range of job categories.

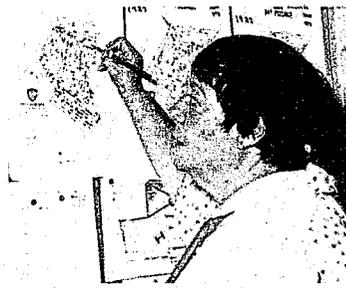
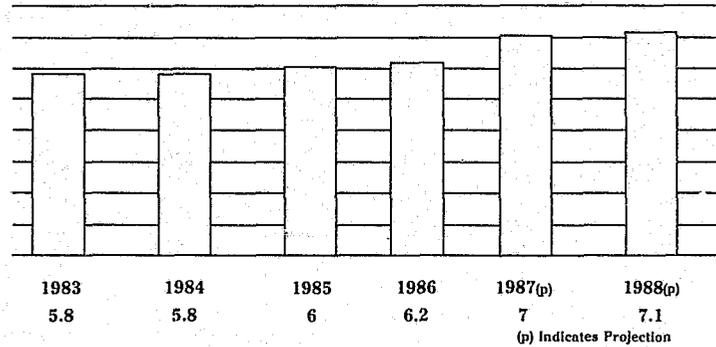
NYPD NUMBER OF UNIFORMED PERSONNEL 1983 - 1988 (in Thousands)



(p) Indicates Projection
* Indicates June 30th Figure

Increased uniformed and civilian personnel in 1986 permitted the Department to expand certain special programs begun in previous years, establish others, and respond effectively to evolving problems, without diminishing the resources assigned to the basic, everyday functions of police work. These basic functions are provided by the uniformed

NYPD NUMBER OF CIVILIAN EMPLOYEES 1983 - 1988 (In Thousands)



Civilian employees perform essential administrative and support functions in each of the 75 precincts. Top row: administrative report clerk, precinct administrative supervisor, crime analyst; Middle row: crime/accident report clerk, custodian, leave and payroll clerk; Bottom row: telephone receptionist, prisoner cell attendant, personnel assignment clerk.

OVERVIEW

force and are measured by a calculation known as "On Patrol Strength" (OPS). This deployment indicator represents the actual number of police officers working on the street each day. It in-

cludes police officers assigned to precincts, Anti-Crime Units, Emergency Service Units and Traffic Division commands. In 1978, the daily average of police officers on the streets, deter-

mined by recapitulating daily OPS figures, was 6,742; by 1980 this number had dipped to a low of 6,128.

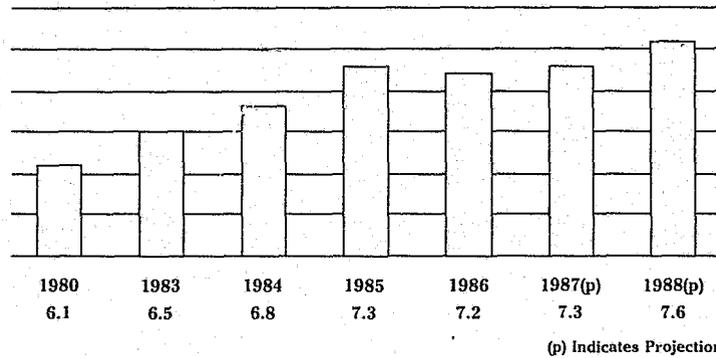
In 1986, OPS reached 7,212, the second highest daily average since this



The demand for basic police services is great. The Department responds by assigning over 7,000 police officers everyday to patrol-related functions.

management monitoring system was first implemented. The highest average was attained the previous year, 1985, when an average daily OPS of 7,294 was recorded. This decline is attributable to the large number of police officers transferred from uniformed patrol to the Narcotics Division to combat the spreading drug problem and its infectious offshoot, crack.

NYPD AVERAGE ON PATROL STRENGTH
1980, 1983 - 1988 (in Thousands)



Thanks in good measure to the Department's coordinated traffic safety effort, involving both education and enforcement (especially as it applies to Driving While Intoxicated [DWI]), in 1986 New York City recorded its 2nd lowest number of traffic related deaths in over two decades (535).

TRAFFIC SAFETY

In 1986, the Department continued to focus on the safety of motorists and pedestrians. In 1986 we saw an 18% decrease in the number of pedestrian fatalities (271) during the year, the lowest number of such fatalities experienced in New York City since 1912. Complementing this 60-year plus record, total traffic fatalities in the City during 1986 (535) dropped to the second lowest total since 1964. This major improvement in New York's traffic safety environment, for pedestrians and motorists alike, is due in large measure to the Department's concerted traffic enforcement programs.

In 1986, the Department issued a record 419,909 traffic summonses for signal light violations. More importantly, as a consequence of this productivity, the number of pedestrian fatalities in the City during the year (271) fell to their lowest level since 1912!



The New York Times/Dith Pran

OVERVIEW



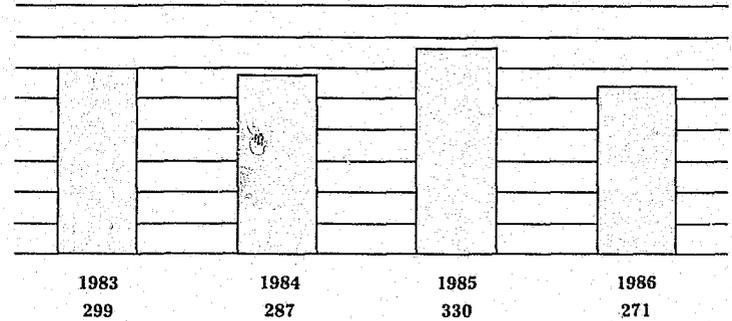
One of the 3,999,545 parking violation summonses issued by the New York City Police Department during 1986 is about to be served.

Pedestrian Safety

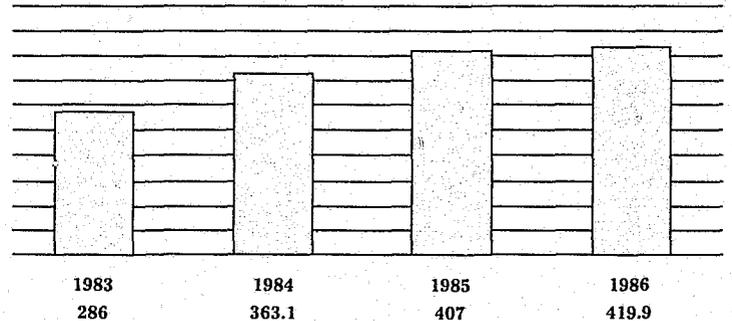
Program— During 1986 a record 419,909 summonses for signal light violations were issued by the NYPD. A considerable proportion of this activity is attributable to the Pedestrian Safety Program, which assigns 30 uniformed police officers daily to combat signal light violations.

Established in 1982, the Pedestrian Safety Program has literally achieved what its name proclaims, greater pedestrian safety, as the record low number of pedestrian fatalities in 1986 attests. Citywide, in 1986, the Department increased signal light summonses by 3%, to an all-time high of 419,909. Overall Department traffic summons activity in 1986 totaled 1,536,698 moving violations and 3,999,545 parking violations.

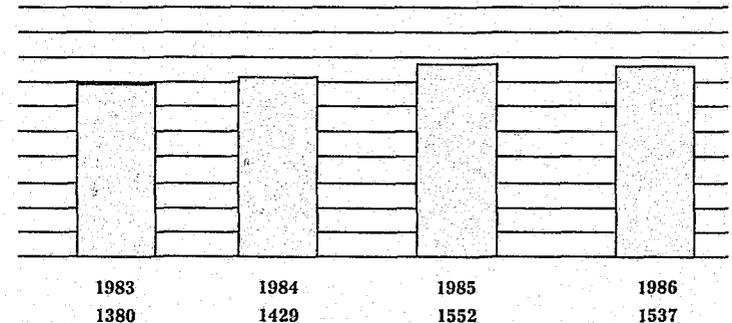
PEDESTRIAN FATALITIES (NYC) 1983 - 1986



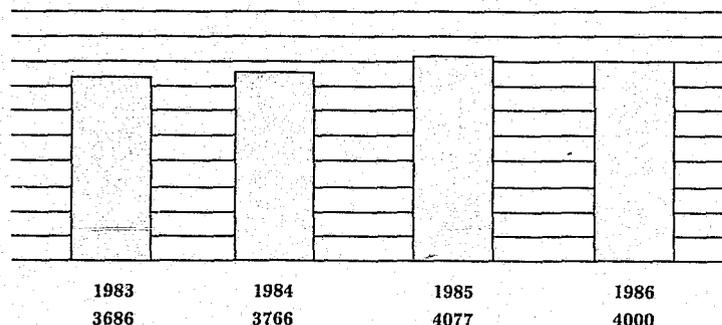
NYPD SIGNAL LIGHT SUMMONSES 1983 - 1986 (In Thousands)



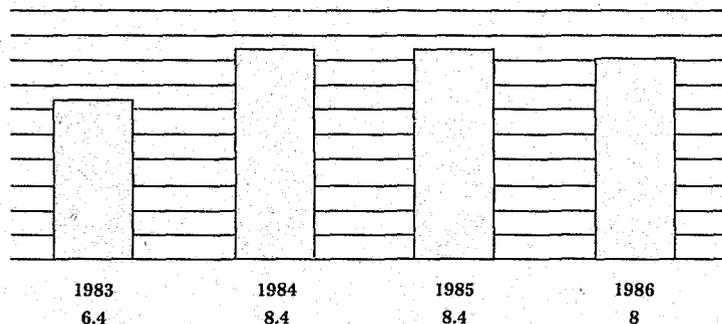
NYPD MOVING VIOLATION SUMMONSES 1983 - 1986 (In Thousands)



NYPD PARKING VIOLATION SUMMONSES
1983 - 1986 (In Thousands)



DWI ARRESTS, NYC
1983 - 1986 (In Thousands)



DWI Task Force— A second component of the NYPD's coordinated traffic safety program — the Driving While Intoxicated/Impaired Task Force — continued to play a significant role in the reduction of traffic fatalities. This specially trained unit (comprised of Highway Unit officers) patrol targeted areas to remove drunk drivers from the road. In 1986, the NYPD effected 8,067 arrests of motorists for Driving While Intoxicated — approximately 10% (824) by the DWI Task Force.

Bicycle Enforcement Program— In recent years bicycle traffic has become increasingly hazardous to pedestrians and motorists. To deal with the dangers created by bike riders' violations of the traffic laws, the Department maintains a comprehensive Bicycle Enforcement Program.

Expanded enforcement against reckless bikers has resulted in dramatic increases in summonses issued to cyclists. A total of 7,867 summonses for commercial bike violations were issued in 1986 (an increase of 668% over the previous year), with an additional 11,281 summonses served for other categories of bike-related traffic violations (compared to 5,554 in the previous year — an increase of 103%). The Department's efforts were rewarded. Bike/pedestrian accidents decreased almost 10% compared to 1985.

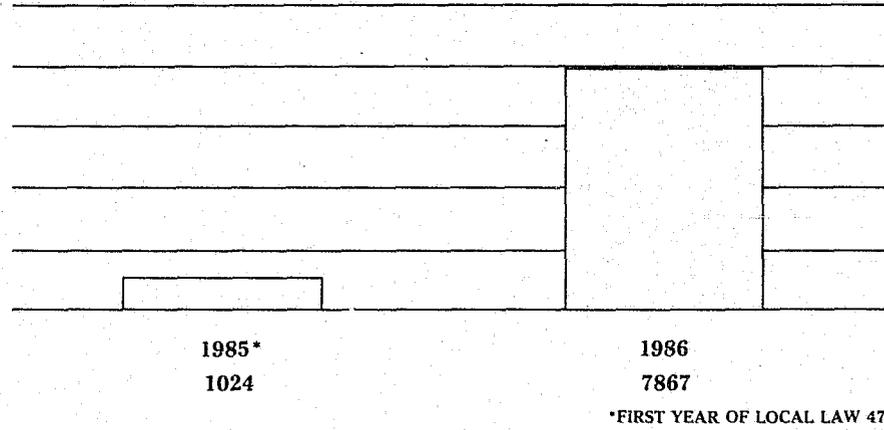


Photo credit: New York Times/Dith Pran

The bicycle provides a versatile, healthful, inexpensive and non-polluting way of getting around in New York City, as many people and businesses have come to realize in recent years. Its use, however, as many have failed to realize, is subject to most of the same provisions of the New York State Vehicle and Traffic Law that apply to automobiles. To protect pedestrians against the encroachments of reckless bikers, the NYPD issued 103% more summonses to individuals and 668% more summonses to commercial bike users in 1986 than in 1985.

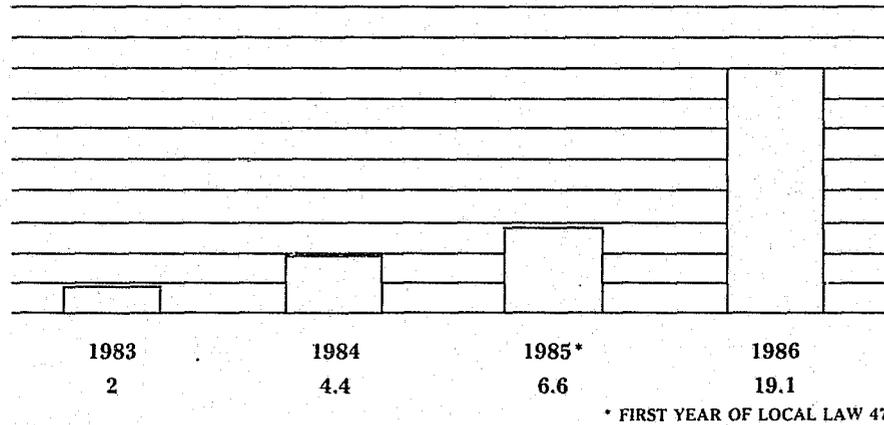
OVERVIEW

**COMMERCIAL BIKE VIOLATION
SUMMONSES, NYC 1985 & 1986**



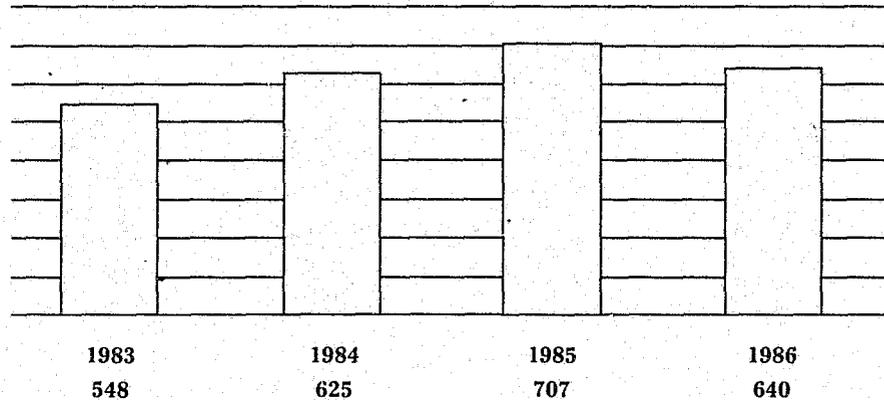
* FIRST YEAR OF LOCAL LAW 47

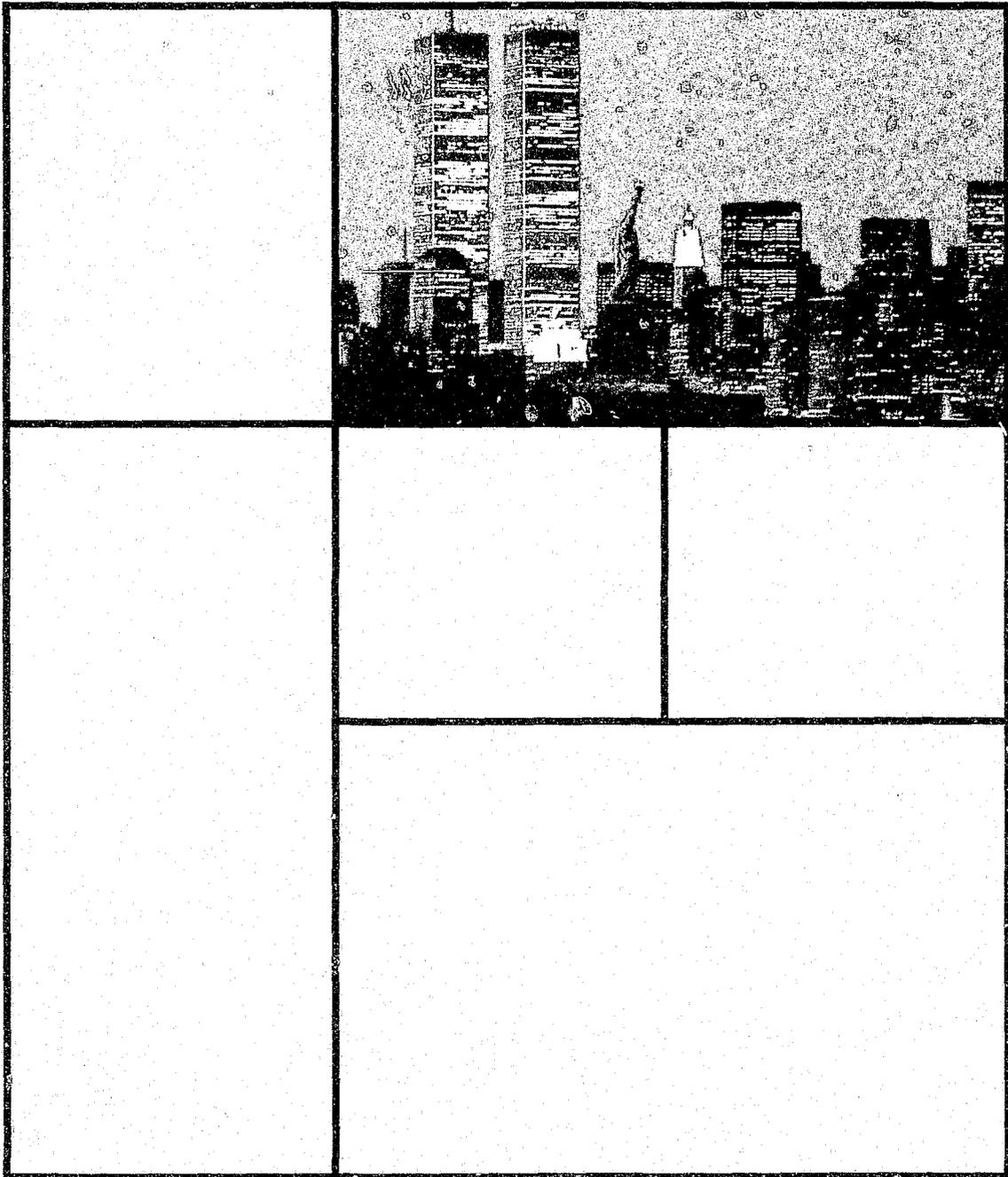
**ALL BIKE VIOLATIONS OF TRAFFIC
REGULATIONS SUMMONSES, NYC
1983 - 1986 (In Thousands)**



* FIRST YEAR OF LOCAL LAW 47

**NUMBER OF BIKE/PEDESTRIAN
ACCIDENTS, NYC 1983 - 1986**





NEW YORK: AMERICA'S WORLD CITY

NEW YORK: AMERICA'S WORLD CITY

Since the close of World War II, the march of history and technology has favored globalism. Photographs from orbiting satellites have provided the world with views of the Earth dramatically depicting the oneness of the planet and its resources as it spins silently and alone in space. Increasingly we recognize the interdependence of nations and all the world's people.

CONTINGENCY PLANNING AND CROWD CONTROL — PRACTICE MAKES BETTER

Being a World City means being a world gathering place — and demands world-class police planning and crowd control capabilities. In 1986, the NYPD demonstrated its competence in these areas before a national and international audience.

LIBERTY WEEKEND

Sculpture is one of the glories of civilization. For over 2,500 years giants such as Phidias, Michelangelo and Rodin have wrested from lifeless rock things of incredible beauty imbued with powerful and inspirational symbolism. Still, for all their genius, no work of these masters so fired the world's imagination as has that of a 19th Century Frenchman.



New York is the most cosmopolitan and culturally diverse of cities — a fact it literally “parades” each year from early spring till late autumn. Everyone joins in the celebration. Police Commissioner Ward leads the Department’s contingent up Fifth Avenue during the St. Patrick’s Day Parade; and Mayor Koch reacts to the enthusiastic crowd during the Puerto Rican Day Parade.

All Frederic Auguste Bartholdi wished to accomplish with his colossal statue of “Liberty Enlightening the World” — a gift from the people of France to the people of the United States — was to salute a century of American democracy and to strengthen the historic ties between the two republics. He succeeded in producing the most universally recognized symbol of liberty and freedom in the world.

Monsieur Bartholdi could not have envisioned the far reaching effects of his endeavors. In the next 100 years, his copper and steel colossus, in the likeness of his mother, came to be viewed by people of all lands as a symbol of freedom and

a beacon of hope. Unfortunately, although ideas may be eternal, physical structures are not. After standing for almost a century in New York harbor, the Statue of Liberty was badly in need of restoration.

It took \$66 million and two and one-half years to put right the ravages of salt water, air pollution, and time. But by July 4th, 1986, one hundred years after it was first dedicated, the restored Statue of Liberty was ready for its re-dedication, an event New York City and the country will long remember. The Statue of Liberty Centennial Celebration lasted four days and encompassed two states and three islands in upper New York Bay. It in-



cluded an international naval review, a breath-taking parade of tall ships, blimp races, concerts, fireworks displays, and an unprecedented multi-borough Harbor Festival Street Fair. As many as 13 million people, from all over the world, are estimated to have taken part in the four day weekend celebration.

The New York City Police Department is accustomed to large crowds, but nothing like Liberty Weekend had ever been seen before: 200,000 people crammed into Battery Park alone on the night of July 3rd to watch President Reagan re-light the Statue; more than 750,000 assembled in a small section of Central Park to hear a

musical tribute to Lady Liberty by the New York Philharmonic Orchestra; and millions of people lined the shore of the City during the weekend to observe the various harbor events. Quite simply, the Statue of Liberty Centennial Celebration posed unprecedented public safety concerns; and the Department rose to the challenge.

During preliminary planning meetings with Federal, State, Bi-State and other City agencies having varying degrees of public safety responsibilities or jurisdiction, the Police Department proposed the establishment of a central Command and Control Center to direct and coordinate the activities of the scores of governmental agen-

cies which would be involved in the operational phase of Liberty Weekend. This proposal was accepted and the NYPD's Chief of Department was designated to head the multi-agency operational command. Two thousand square feet of floor space — adjacent to the NYPD's Communications Division — were temporarily made available in Police Headquarters to house the Command and Control Center.

On June 24th, a table-top exercise to test the Command and Control Center concept was conducted. Over 60 Federal, State and City agencies participated, testing the sufficiency of the projected command and control, communication, coordination, inter-agency cooperation, and resource allocation policies.

Thirty-nine problems, similar to events which might reasonably be expected to be encountered during Liberty Weekend, were given to agency representatives. A coordination group monitored the decisions and actions taken by these agencies in response to the unfolding incidents. Of the 39 mock events handled by the command post during the exercise, 20 similar or identical incidents occurred during the Statue of Liberty Centennial Celebration.

Because the temporary command post was designed to function around-the-clock, the Chief of Department appointed a number of deputy

NEW YORK: AMERICA'S WORLD CITY

chiefs to be "in command" of the Center for eight-hour tours of duty during his absence. In support, key aides, usually captains or higher ranking officers from major units (e.g. Patrol, Traffic, Aviation, Harbor, Detective Bureau) were always present.

The deputy chiefs on duty maintained staff control over all dedicated resources, both the Department's and participating agencies'. They were responsible for formulating appropriate responses to any and all unscheduled or spontaneous occurrences. So pivotal was the commander's envisioned role that a special 800 square foot "super room" was built within the command center to shelter him and his staff in their deliberations from distractions occurring elsewhere.

Organizationally, agencies in the command center were grouped under the following five titles:

Interagency Cooperation Center— comprised of Federal agencies, police units and emergency medical services. This center's wide-ranging responsibilities were subdivided into working stations, or desks, that grouped representatives by similar function.

For example:

Air-Sea Rescue Desk— NYPD Aviation, NYPD Harbor, NYFD Marine, Federal Aviation Administration, Coast Guard, Operation Sail, NYC Ports and Terminals.

Bomb Desk—NYPD Bomb Squad, Hostage Unit, Technical Assistance Response Unit, Emergency Service Unit, Federal Bureau of Investigation, Alcohol, Tobacco and Firearms, Navy Explosive Ordnance Disposal.

Area Police Desk—NYC Transit, Housing, NY State, Port Authority, NJ State.

Federal Agencies Desk—State, Customs, National Park Service, Immigration and Naturalization, Federal Emergency Management Administration.

Health Desk—Emergency Medical Service, Health and Hospitals.

Media/Legal Desk— NYPD Public Information, NYPD Legal Matters.

Navy Desk—U.S. Navy.

Emergency Management Center—consisting of city and state agencies and telephone and utility company representatives and the American Red Cross. They too were grouped according to function.

Desk 1—NYPD Emergency Management, NYS Emergency Management.

Desk 2—NYC Department of Transportation, Metropolitan Transit Authority, NYC Transit Authority, Triborough Bridge and Tunnel Authority.

Desk 3—NYC Department of Consumer Affairs, NYC Department of Parks, NYC Department of Health, NYPD Peddler Task Force.



Photo credit: New York Times

More than sixty law enforcement and other agencies came together during Liberty Weekend under a Police Department directed "umbrella" Command and Control Center to coordinate their public safety efforts.

Desk 4—Con Edison, NY Telephone Company, NYC Department of Buildings.

Desk 5—NYC Department of Sanitation, NYC Department of Environmental Protection, NYC Department of General Services.

Desk 6—NYC Human Resources Department, NYC Fire Department, American Red Cross.

Desk 7—NYS Governor's staff, NYC Mayor's staff.

Intelligence Center— composed of representatives of intelligence gathering agencies. Its function was to develop information bearing on site security, particularly as it applied to the protection of prominent participants in the centennial celebration. This center also maintained

liaison and worked closely with the Interagency Threat Assessment Group (ITAG), based at the New York City office of the Federal Bureau of Investigation. Member agencies included: NYPD Intelligence Division, Secret Service, Customs, Federal Bureau of Investigation, Naval Investigative Service, Alcohol, Tobacco and Firearms, NY Terrorist Task Force, Newark Terrorist Task Force and the Port Authority Police.

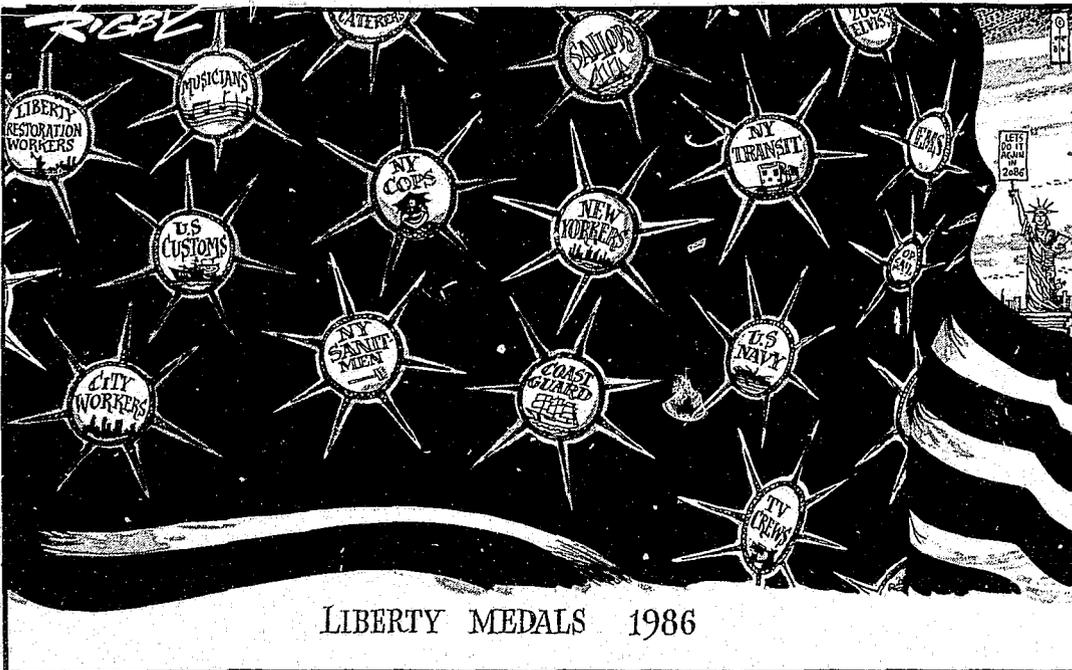
Coordination Desk— maintained for the purpose of reviewing and routing, to appropriate agencies in the Command and Control Center, notifications pertaining to any particular field problem.

Operations Desk— primarily a reception desk for reports from the field regarding unusual occurrences. Anything of note about Liberty Weekend was routed into the Command and Control

Center's coordination desk. On June 30th the Command and Control Center became operational and remained so until July 7th, at which time its log was closed with an emphatic WELL DONE!

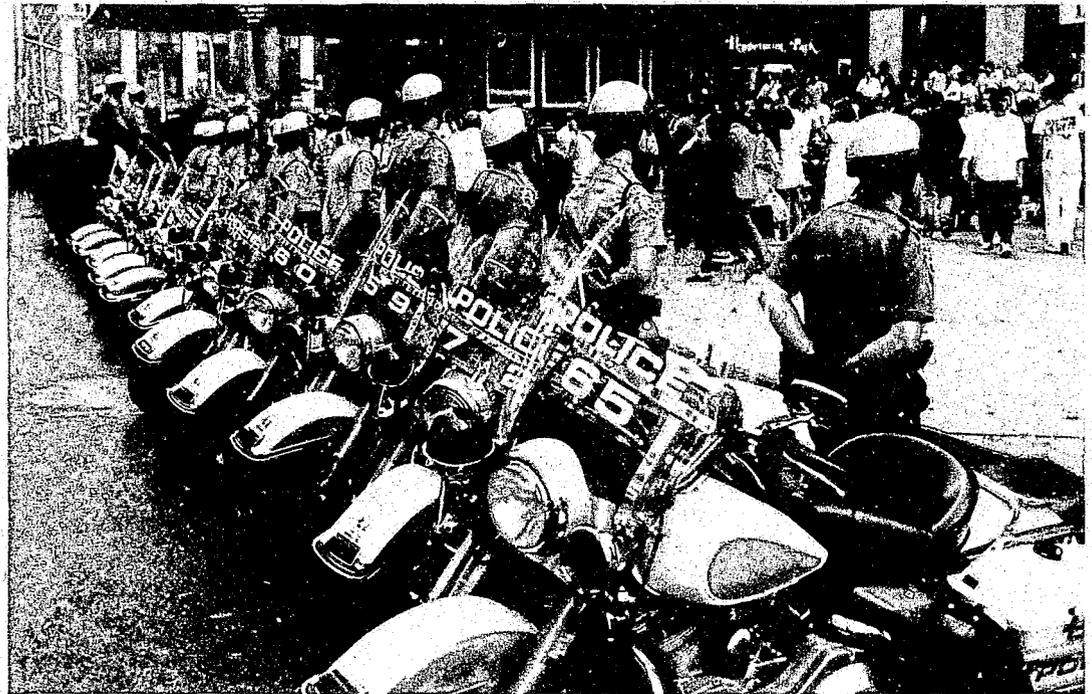


Mayor Koch inspects the Command and Control Center, located in One Police Plaza adjacent to the NYPD Communications Section, as it is about to become operational.



Credit: Paul Rigby/New York Daily News

"New York Cops" are among the stars of Daily News Cartoonist Paul Rigby's tribute to the success of Liberty Weekend.



In 1986, the establishment of the Rapid Mobilization Task Force (composed of Emergency Service Unit and Highway District officers) provided the Department with an additional mobile reserve to support regular police details assigned to large public gatherings in the event of crowd disorder.

RAPID MOBILIZATION TASK FORCE

Being a World City also means being a world stage. People seeking to promote, protest or publicize a particular product, position or cause are naturally drawn to New York, the center of gravity of the nation's public life. While this adds greatly to the City's vitality, it also adds to the responsibilities of the Police Department.

The NYPD routinely assigns a sufficient number of police officers to public events where large numbers of people are expected. In 1986, to provide an extra measure of mobile reserve capacity in the event of

crowd disorder, the Department instituted the Rapid Mobilization Task Force. The Task Force is composed of regularly assigned Emergency Service Unit and Highway District Units designated to respond to requests for immediate additional personnel by on-the-scene commanders.

The Task Force played a dual role during the year: it provided actual support to contain disruptive crowds at some concerts, demonstrations and sporting events; and provided a preventive show of strength at others to avert disruption.

BEYOND THE "MELTING POT"

It is taught to every schoolchild. It is part of our shared heritage and democratic tradition. New York City is the nation's "melting pot," the place to which immigrants from widely differing backgrounds are drawn together to live and work and intermingle — and by so doing become magically transformed into Americans.

Reality, however, paints a different picture. If the past 100 years can be accepted as

NEW YORK: AMERICA'S WORLD CITY



an accurate guidepost to the future, New York City is not a conglomeration of ethnic and racial neighborhoods evolving toward one homogeneous "All-American" community — as the "melting pot" theory implies. More correctly, it is a mosaic of distinct cultural and commercial enclaves in continuous dynamic contact; a dynamic from which the City derives much of its vitality and magnetism — and a circumstance which poses several unique concerns for local law enforcement.

According to the 1980 census, Americans acknowledge 140 separate ancestries and speak over 375 languages. Many, if not all, can be found among New York City's resident and transient population. Millions of people with diverse customs and cultures find employment, education, entertainment and opportunity here.

New York is many things to many people, but the one thing it is not is a "melting pot." Rather, it is a collection

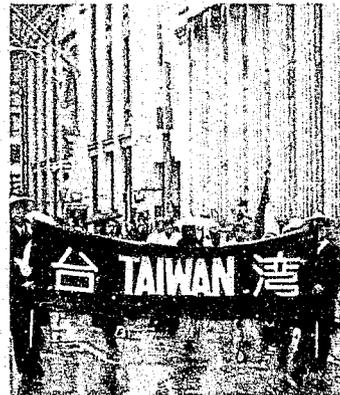


Photo credit: EPLIF, Inc.

New York City's diverse cultural composition, as suggested by these photographs of the annual International Ethnic Parade in lower Manhattan, is a source of pride and vitality. However, this diversity also poses unique concerns about the delivery of police services.

of distinct neighborhoods with individual life-styles. Dress, entertainment, cuisine, even language, may differ from one side of the street to the other. New Yorkers take pride in and celebrate this cosmopolitan diversity. Still, minority cultural identities are not maintained without cost. Competition for housing, education and employment can create tension and rivalries among groups.

Rivalry is healthy when individuals and groups devote their efforts to their own advancement. However, it is dangerous and harmful when it results in the denial of fair treatment to others because they are perceived as being somehow "different." Such behavior is inimical to social order in a free society and is against the law. In New York City, especially, criminal acts based on prejudice or bias cannot be tolerated. They strike at the City's very essence, its willingness to accept and embrace individuality. New Yorkers know this and so does their Police Department.

BIAS INCIDENT INVESTIGATING UNIT

Violence motivated by hate of a person's race, religion, sexual orientation or political beliefs is unacceptable to any civilized society, much less one that prides itself on being a nation of immigrants.

In December 1980, the Department established the Bias Incident Investigating



Two Bias Incident Investigating Unit investigators gather information at the scene of an anti-Semitic incident perpetrated upon a Queens homeowner. As a result of the joint efforts of the BIIU and local precinct detectives, four persons were arrested and charged with this crime.

Unit (BIIU), responsible for the investigation of all confirmed bias incidents in New York City.

In 1986, 255 incidents suspected to have been motivated by bias were investigated under the overall direction of the BIIU. Twenty of these incidents were found not to have been motivated by prejudice, leaving 235 confirmed instances in which victims were chosen because of their race, ethnicity, religion or sexual orientation.

It is important, both in terms of deterrence and victim support, that the police respond quickly, with qualified personnel, to bias incidents. In addition to his own resources, the commanding officer of the BIIU

can direct Detective Bureau investigators to conduct a comprehensive canvass of the community to locate witnesses and gauge reactions to the incident. In addition, victims of bias incidents are visited and personally interviewed by both a Borough and Precinct Commander. This involvement of responsible police personnel assures a proper investigation and serves to reduce tensions in the community.

A case is not "closed" with the identification and arrest of the violator because victims often feel vulnerable to reprisal. Bias Unit investigators also make an effort to link the victim with empathetic neighbors and use factual information to dispel rumors and suspicions.



"Mom and dad, I'd like you to meet my blind date."

Credit: Bay Rigby/New York Post

In 1986, the popular culture finally stopped treating drug abuse as something to laugh about.

Whenever possible, the Police Department refers victims of bias to appropriate government agencies and community organizations for additional support.

The Bias Unit also works, both formally and informally, with advocacy groups, such as the Urban League and the Anti-Defamation League. In addition, the Gay and Lesbian Anti-Violence Project now conducts monthly training sessions with the Bias Unit to open and maintain lines of communication. This ongoing, behind-the-scenes process contributes to the credibility and success of the Unit.

The New York City Police Department is determined to protect the rights of all people, including the right to retain one's cultural identity in America's World City.

DRUG TRAFFICKING: AN INTERNATIONAL IMBALANCE OF PAYMENTS

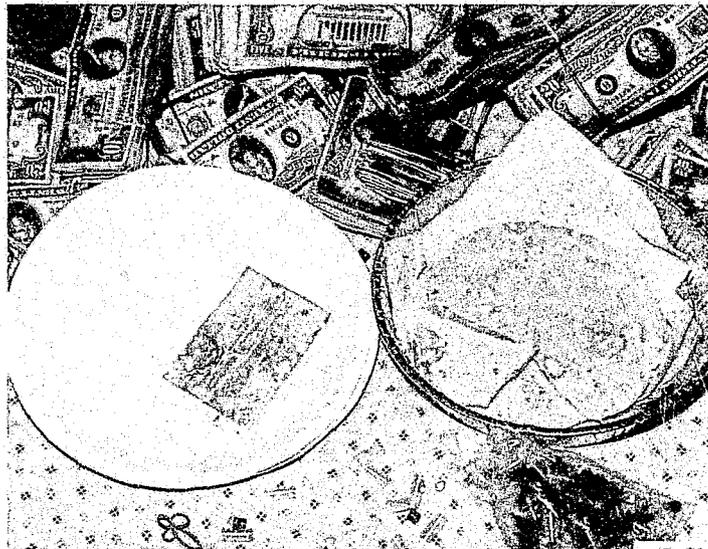
Without question, the most insidious, socially destructive and lucrative activity of the world's loosely associated international crime cartel is drug trafficking. And 1986 may have been a watershed year in the American public's toleration of it, the year when the abuse of drugs of all kinds was finally recognized for what it is — a social illness that could no longer be endured or ignored.

SPECIAL ANTI-CRACK UNIT (SACU)

In the fall of 1984 the Federal Drug Enforcement Administration first reported the presence of a "new" drug on the streets of New York

City — a fact soon confirmed by laboratory analysis by the New York City Police Department.

The emergence of this new "sidewalk sale" drug was disquieting to local law enforcement for many reasons. To begin with, its identified base (cocaine) was a narcotic long known as the "champagne of drugs" and endowed by the trendy press and a segment of high-profile society with an aura of "outlaw chic." Beyond this, the low cost, ready availability, intense "high", and even the manner of ingestion (smoking) of this new drug — disturbingly — would appeal to long-term substance abusers, marijuana smokers and experimenters afraid to engage in dangerous practices like "snorting" or syringe use. But, without question, the new "everyman's" drug's most alluring "asset" to the



Crack and money go together. One ounce of cocaine costing \$1,200 can be turned into 425 vials of crack worth \$8,500.

narcotics dealers — and its most worrisome property to law enforcement — was the depth of the dependency it engendered, even among formerly casual abusers. Cheap and plentiful, the new drug produced instant gratification, an immediate feeling of euphoria. The possibility of a rapid increase, both in number and degree, of the City's drug-abusing population clearly presented itself. "Crack" had come to New York.

Crack is the street name given to "freebased" cocaine. When a paste mixture of cocaine hydrochloride, ammonia or baking soda and water is heated, a crystalline residue results, containing cocaine alkaloid "freed" from its parent compound. Broken into small pieces, known as "rocks" and normally pack-

aged in transparent vials resembling large vitamin capsules, one ounce of ordinary cocaine with a "street value" of \$1200 could yield over 425 vials of crack worth as much as \$20 each. This translates into a potential net profit of \$7300, achievable on the streets in a matter of days, if not hours.

Crack's seductiveness, combined with its enormous profit potential made it extremely attractive to dealers — hastening its spread through the City's drug subculture. As it spread, its inherently destructive nature emerged and spread with it. Users quickly learned that the brief euphoria it induced rapidly declined with continued use. A tolerance to the pleasurable effects of the drug soon developed, even as the accompanying dysphoria

which followed usage deepened and became more painful. Depression, paranoia, irritability and impotence were the side effects most commonly seen. However, in some people, violent or suicidal reactions also manifested themselves.

Virtually unknown in New York before the fall of 1984, crack quickly began to exert its influence. By early 1985, hundreds of street "pushers" emboldened by the easy profits were hawking crack not only at known drug sale locations, but also in areas of little or no previous drug activity. The street value of cocaine more than doubled to \$2,500 per ounce, six times the price of gold. Serious crime in the City increased for the first time in four years.

The Department's Narcotics Division responded by increasing its enforcement efforts and carefully selecting its targets. By the end of 1985, it had effected 32% more cocaine-related arrests and seized 47% more cocaine than in the previous year. Nevertheless, by the spring of 1986, it was apparent that the crack epidemic was continuing to grow.

Therefore, in May, 101 handpicked narcotics investigators were assigned to a Special Anti-Crack Unit within the Narcotics Division. The unit first confined its activities to those areas where



The door to a suspected "Crack House" about to be knocked down by Narcotics Division police officers armed with a metal battering ram and a court-issued search warrant.



On July 24, 1986 the Department established a special 24-hour telephone number for the exclusive receipt of complaints from the public relating to crack. In just over 5 months, citizens dialed (212) 374-KRAK (the Crack Hotline telephone number) almost 40,000 times.

crack was most prevalent. In August, however, the unit was increased to 223 officers and its scope broadened to include all boroughs in the City. During 1986, in just seven months, the Special Anti-Crack Unit effected 5,026 total drug arrests, 77% crack-related.

CRACK HOTLINE

On July 24, 1986, to augment the efforts of the new Special Anti-Crack Unit, the Department established a special Crack Hotline (phone number 212-374-KRAK) exclusively for crack related complaints from the public. The Hotline is staffed 24 hours-a-day, 7 days-a-week.

During 1986, in just over five months, the NYPD's Crack Hotline received a total of 39,459 calls, referred 17,653 complaints to the Narcotics Division for investigation and forwarded 11,172 others to uniformed patrol units for immediate response. An additional 5,866 callers seeking assistance (medical advice, counselling, support groups, etc.) were referred to the national "Cocaine Hotline." (In 4,768 instances, the caller hung up when connected with a police operator.)

NARCOTICS DIVISION STAFFING INCREASE

The burgeoning crack problem during 1986 did not occur in a vacuum. Nor did the Department's response to it.

Month by month, there was a general increase in the level of sidewalk drug activity matched by a rise in crimes often associated with narcotics trafficking, most notably murder. To confront this situation the Department incrementally added over 400 police officers to the Narcotics Division (including those assigned to establish the Special Anti-Crack Unit), a total police officer staffing increase in excess of 70%. By the end of 1986, for the first time in its history, the Narcotics Division's uniformed complement reached 1,000 officers.

Items Seized By SACU In 1986:	
28,420.....	vials of crack
1 lb. 4 oz.....	loose crack
4,009.....	tins of cocaine
7 lbs.2 oz....	loose cocaine
3,279.....	glassine packets of heroin
5 oz.....	loose heroin
3,172....	bags of marijuana
14 lbs.....	loose marijuana
\$311,806....	U.S. currency
74.....	firearms
278.....	vehicles



Photo credit: New York Post

United States Attorney Giuliani, Manhattan District Attorney Morgenthau, Drug Enforcement Administration Special Agent-in-Charge Stutman and Police Commissioner Ward discuss their respective roles in the suppression of narcotics during a public forum.

The added drug enforcement personnel soon made their presence felt on the streets. For example, during 1986 the Narcotics Division effected more cocaine-related arrests than in any year since its creation. Total Narcotics Division cocaine arrests in 1986 rose a dramatic 103% (14,987 compared to 7,366 in 1985). Moreover, by year's end the command had seized and vouchered more contraband cocaine than it had recovered in 1984 and 1985 combined.

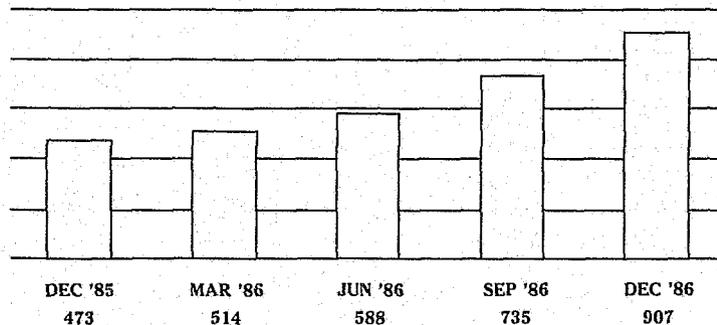
Overall, the Narcotics Division effected 45% more felony arrests in 1986 than in the previous year (16,689 compared to 11,508 in 1985); with total unit arrests rising by 22% (27,525 compared to 22,561 in 1985). Furthermore, with the Narcotics Division acting as spearhead, Department-wide drug arrests increased by 25% during the year (58,033 compared to 46,529 in 1985).

**JOINT AGENCY
NARCOTICS TASK
FORCES**

The crack epidemic has become a personal calamity for thousands upon thousands of individuals and their families. For the country it is both a national tragedy and a national re-awakening. A mirror has been held up to our society's attitudes toward the recreational abuse of drugs and alcohol and, after 20 years of tacit public acceptance, few Americans are liking what they see reflected.

In recent years, the public has recognized drunk driving as a major threat to our lives. Similarly, it has become disenchanted with decriminalizing the possession of small quantities of marijuana, as well as the glamorization of alcohol and cocaine usage in magazines, on television and movie screens and in sports arenas all across the country. In 1986, the

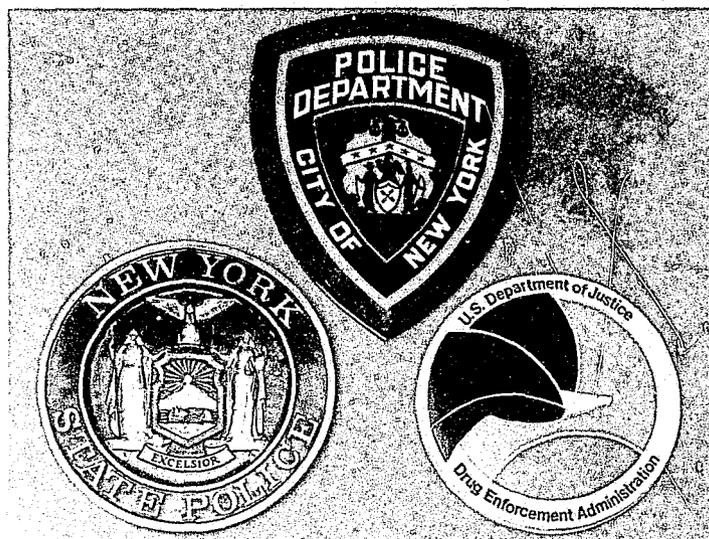
**NARCOTICS DIVISION STAFFING
1986 (uniformed personnel)**



emergence of crack, the drug-related death of an All-American college basketball player and mounting evidence of the health risks of substance abuse -especially the health risk involving intravenous injection — has turned public opinion solidly against the toleration of drug abuse.

New York Drug Enforcement Task Force

Since 1971, the New York City Police Department, the New York State Police and the Federal Drug Enforcement Administration have jointly contributed personnel and equipment to the New York Drug Enforcement Task Force. Since its inception, the Drug Enforcement Task Force has been a productive undertaking and 1986 was no exception. During the year, the unit completed 60 major investigations and arrested 1,410 persons on felony drug charges.



The problem of drug abuse may have taken center stage in the public eye during 1986, but the NYPD, the New York State Police and the Federal Drug Enforcement Administration have jointly contributed manpower and support to the New York Drug Enforcement Task Force since 1971.



The Joint Organized Crime/Narcotics Task Force, made up of NYPD and Federal Bureau of Investigation personnel, holds a tactical planning session prior to executing a warrant for the arrest of an Organized Crime figure involved in drug trafficking.

Items Seized By The N.Y. Drug Enforcement Task Force In 1986:

- 167 lbs. heroin
- 1,819 lbs. cocaine
- 220 firearms
- \$9,495,728. U.S. currency
- \$978,115 jewelry (estimated value)
- 275 vehicles
- \$616,000. real estate (condominium)

Joint Organized Crime/Narcotics Task Force

Comprised of both NYPD and Federal Bureau of Investigation personnel, the Task Force's mandate is to act against organized crime

controlled drug distribution networks. In fulfillment of its mandate, in 1986 the JOC/NTF effected the arrests of 26 persons and executed 13 search warrants while seizing 37 pounds of heroin, 15 pounds of cocaine,

\$373,651 in U.S. currency and 9 firearms. In addition, because of the international character of organized crime, the Task Force was able to provide information to foreign authorities that resulted in the arrest of drug violators overseas.

Auto Confiscation Program

The advent of crack greatly increased the volume of youthful suburbanites who regularly cross the George Washington Bridge from New Jersey and the Triborough Bridge from Westchester and Long Island into Harlem to purchase drugs for their personal use, or for re-sale in their communities. To increase the cost of doing business for these criminal entrepreneurs, in July 1986 the Department instituted the Auto Confiscation Program. In cooperation with the Drug Enforcement Administration, persons arrested in New York City for drug purchases from vehicles, in addition to all applicable criminal sanctions, were subject to the risk of having their autos seized pursuant to various Federal, State and City statutes. This highly publicized forfeiture process, in the eyes of many young drug users/dealers, constituted a far greater penalty than the applicable sections of the New York State Penal Law, especially if the car they risked having impounded belonged to their parents, relatives, or friends.



Since July of 1986, persons arrested in New York City for the sale or possession of drugs involving a vehicle, run the risk — in addition to all applicable criminal sanctions — of having their autos seized and impounded. And that is exactly what happened to 404 arrested motorists in New York during 1986. With almost 60% of the impounded vehicles from New Jersey, this program has slowed substantially the traffic across the George Washington Bridge by suburbanites seeking to purchase drugs here.

By the end of 1986, as a result of the NYPD/DEA Auto Confiscation Program, a total of 404 vehicles had been confiscated in all five boroughs in connection with 554 drug arrests, 240 of the seized vehicles (almost 60%) bore New Jersey registration.

Operation Glass Eye

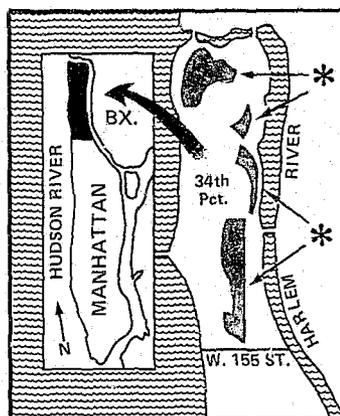
The heightened Federal concern in 1986 over drug abuse extended to greater cooperation between the NYPD and the United States Coast Guard. Under the code-name Operation Glass Eye, the Coast Guard and Narcotics Division personnel (using police Canine Teams) jointly inspected vessels in New York Harbor to search for — and deter — the importation of illegal drugs into New York City. The police

and the nation's armed forces had, on a limited basis, combined their resources to prevent the illegal entry of drugs into the United States.

Despite this welcome involvement on the part of Federal and State law enforcement agencies, it is still the NYPD that shoulders the responsibility for combatting, day-in and day-out, the realities and consequences of drug abuse in New York City. The Department has met this responsibility over the last 3 years via a multi-faceted response that includes programs such as Operation Pressure Point, the Bronx Anti-Narcotics Drive (BAND), Operation Clean-Up and the Padlock Law Program. In



Operation Glass Eye represents the greater cooperation between federal and local authorities in the fight against drug trafficking witnessed in 1986. Here, a Narcotics Division Canine Team and the U.S. Coast Guard jointly inspect a vessel in New York Harbor for possible contraband.



Operation Clean Heights target areas (*).

1986, two new programs were initiated by the Department in its battle against drug dealers.

Operation Clean Heights

Operation Clean Heights is a major narcotics program designed to attack drug trafficking in the Washington Heights area of Manhattan. The initiative also addresses the related and pervasive problem of double parking and derelict autos left on the neighborhood's streets. Coordination with the Federal Drug Enforcement Administration and Federal and local prosecutors insures sustained attention to high level drug investigations with priority given to program-related arrests in Federal prosecutions.

Implemented in the 34th Precinct on April 11, 1986, the program has been highly successful. A total of 5,439 arrests were made during 1986; 3,727 were narcotic arrests. In addition, 186,948 summonses were issued and 3,328 vehicles were towed.

Items Seized Under Operation Clean Heights in 1986:	
11,921..narcotic pieces	(glassines, tins, bags, etc.)
46,707.....	"crack" vials
6,496.....	pills
838.....	hypodermic needles
\$440,595....	U.S. currency
335.....	firearms
163.....	other weapons
268.....	vehicles

SCHOOL PROGRAM TO EDUCATE AND CONTROL DRUG ABUSE (SPECDA)

One of the dominant themes of 1986's elevated national dialogue on substance abuse was prevention through education. Fortunately, a functioning role model for this proposition already existed, the School Program to Educate and Control Drug Abuse (SPECDA).

SPECDA is a cooperative effort of the New York City Police Department and the New York City Board of Education. The goal of the program is to reduce the sale of drugs in the vicinity of New York City schools while giving school age children an awareness of the hazards of drug abuse. The program involves making arrests for drug sales and closing down drug establishments within a two block radius of New York City Schools.

NEW YORK: AMERICA'S WORLD CITY



On September 25, 1986, the NYPD's two-year old School Program to Educate and Control Drug Abuse (SPECDA) was officially recognized for its contributions to the field of drug abuse prevention by First Lady Nancy Reagan at a White House reception.

It also includes an educational component. Using team teaching and lecture techniques, schoolchildren are provided factual information regarding the hazards of drug abuse through a drug awareness program presented in their schools. The course includes lessons on building self-esteem, peer pressure resistance techniques, officer-student relationship improvements, decisionmaking skills, and positive alternatives to drug abuse.

The elementary school program originally targeted seven of the City's 32 school districts. However, in September 1986, the program expanded to 21 school districts. It is anticipated that



Photo credit: Daily News

Police Officer Robin Vance goes through her paces with two friends during the filming of an anti-drug "video" to be shown to pre-teens in city schools. A member of the Department's SPECDA Unit, Officer Vance not only appeared in the film, she wrote the songs, composed the music, and played a "hot" saxophone in the band that played her songs.

all 32 school districts will have the program by the spring of 1987.

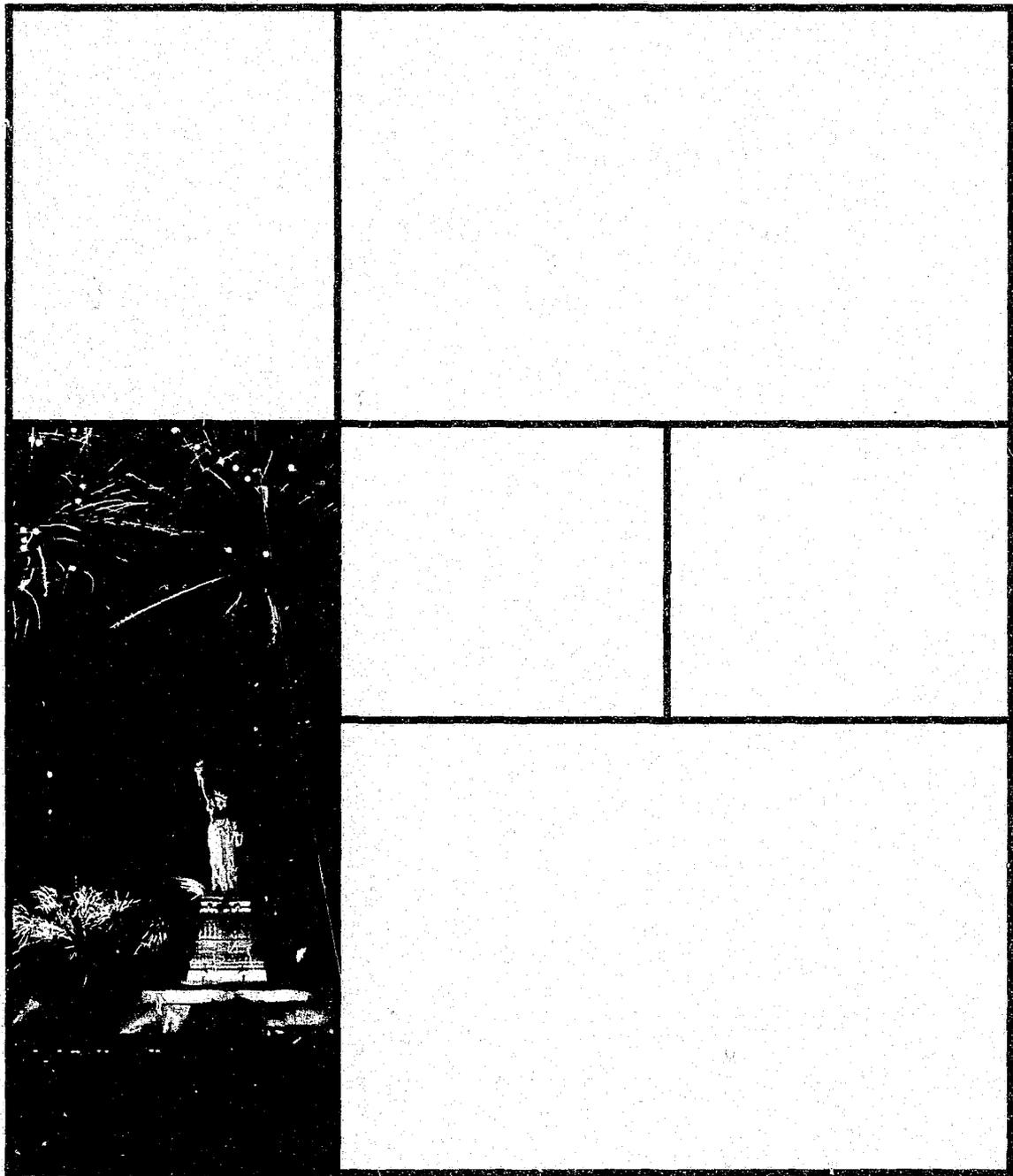
First implemented in the fall of 1984, SPECDA has since gained national recognition as an effective anti-drug education program. For example, in 1986 SPECDA was:

- designated by the U.S. Department of Education as one of 10 model drug abuse prevention programs suitable for replication;
- awarded a certificate of merit by the Medical Society of the State of New York;
- presented at the request of the International Association of Chiefs of Police at a symposium held in connec-

tion with their annual convention in October;

- chosen as one of 18 programs nationwide by the Police Foundation for an evaluation project; and
- featured in a cover story in the February FBI Bulletin.

On September 25th the nation's number one crusader against drug abuse, First Lady Nancy Reagan, expressed her admiration for the SPECDA program in person to the Department's Deputy Commissioner for Community Affairs and Board of Education officials at the White House in recognition of the program's contribution to the field of drug abuse prevention.



WORLDS WITHIN WORLDS

WORLDS WITHIN WORLDS

New York may be cosmopolitan in makeup and outlook but, at root, all public safety concerns are really local concerns. Every citizen judges total police performance based on a single perspective: how safe is my block, my neighborhood, my community? In 1986, the New York City Police Department kept pace with these concerns by improving its performance and responsiveness in several areas.

STATEN ISLAND "TOXIC CLOUD" DISASTER SIMULATION

On April 13, 1986, at exactly 9 o'clock in the morning, a "toxic chemical cloud" was reported to be drifting over Staten Island's western shore from New Jersey, affecting hundreds of workers in the borough's Gulfport section and activating the municipal Office of Emergency Management's (OEM) Hazardous Materials Plan (Haz/Mat). Units from the Police and Fire Departments, Department of Environmental Protection, and the Emergency Medical Service were immediately dispatched to the scene to aid injured persons, secure the area and assess the potential danger. Wearing specialized clothing, including Safety Air Paks for breathing and anti-contamination suits, the City's emergency response team went about the business of disaster con-



Photo credit: New York Times/Chester Higgins, Jr.

When minutes count — as they do in the removal of victims of a large-scale disaster to hospitals or secure areas — it is comforting to know that the emergency personnel charged with this duty have done it before; even if it has never happened before. That is why disaster simulation exercises, which took place on Staten Island during 1986, are taken so seriously by the Department.

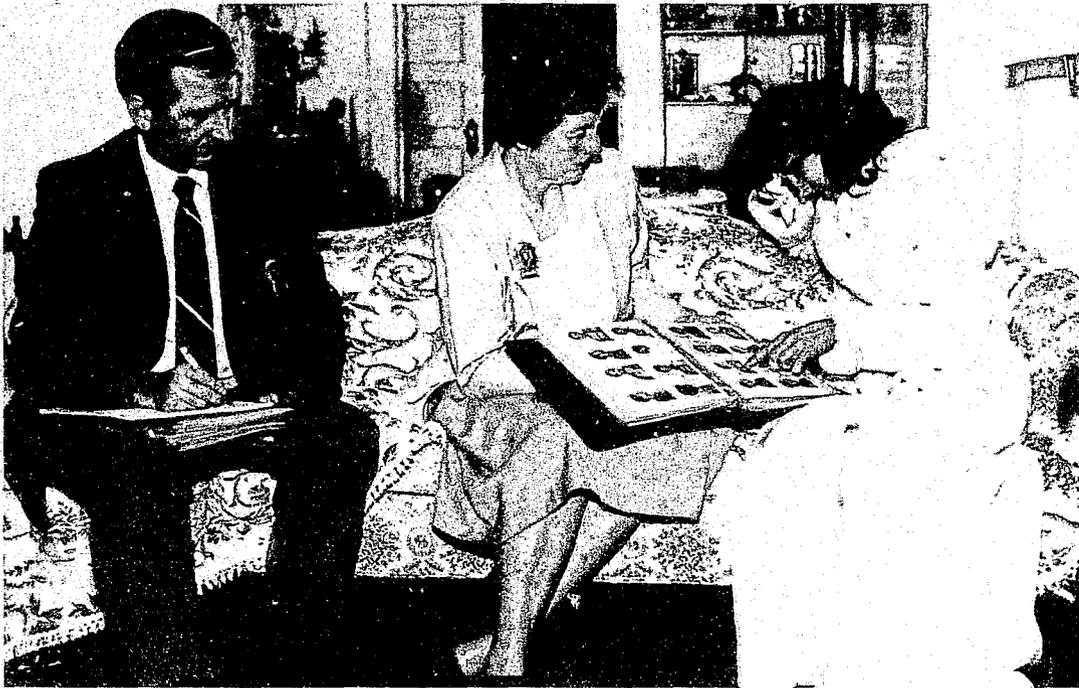
tainment in conformance with an oft-rehearsed drill.

In truth, however, the events of April 13th were just one more rehearsal. No "toxic cloud" had enveloped Staten Island, no workers had been taken ill, no widespread public health hazard threatened. But some day it could happen, and if it should, New York's emergency services will be ready.

The purpose of this simulated disaster exercise was twofold: to test the "ready-status" of the special equipment stored at strategic locations on Staten Island, and to test the flexibility of the established plan to respond to an evolving public health emergency. To measure the latter, the

scenario included a second chemical release into the atmosphere which necessitated the evacuation of two communities.

From an Emergency Coordination Command Post established in the Staten Island Developmental Center, OEM first implemented its Haz/Mat Plan in response to the initial event. Upon learning of the second chemical release, the Limited Evacuation Plan was ordered into effect. Evacuation routes from the endangered communities were safeguarded and the nearest appropriate shelters were identified. Buses were used to transport evacuees from designated pick-up points to shelters, all under the watchful eyes of



Rape, and the prosecution of those charged with its commission, are terribly traumatic ordeals for the victims. In 1986, the Department refined its procedures regarding the investigation of sex crimes to reduce the pain caused to victims in bringing sex offenders to justice.

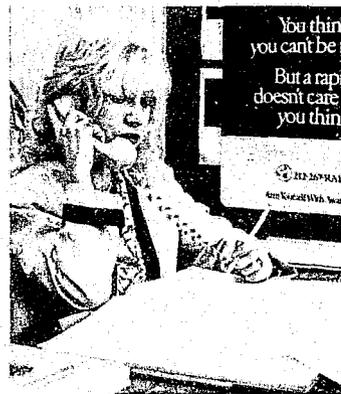
observers stationed at various locations to evaluate each agency's performance. Adding to the realism, all five hospitals located on Staten Island took advantage of this larger operation to simultaneously test and evaluate their own individual emergency plans.

In all, approximately twenty separate agencies and 500 public safety personnel took part in the exercise, the largest of its kind ever held in New York City.

There is no way to predict when or where a disaster will strike. But, through continuous training and refinement of existing plans, New York City's OEM team will be prepared to respond effectively to any such occurrence.

SEX CRIMES INVESTIGATION

Victims of rape require more than just an investigation of the illegal act. They also need support and understanding. In 1986, to provide this support the Department established the Rape Hot Line (267-RAPE) for rape victims to speak with a specially selected and trained female member of the New York City Police Department. Providing emergency medical treatment, if necessary, is always the first concern; calming the victim the second; obtaining required details of the crime is third. The Department provides referral telephone numbers (Victim Services, Women



The NYPD instituted a Rape Hotline (267-RAPE) in 1986 to provide a more sensitive police response to victims of sex crimes.

Against Rape, Boro Crisis Centers, etc.) and encourages the victim to make an official report and cooperate in the prosecution of the case. Rape

WORLDS WITHIN WORLDS

is a terribly traumatic crime for the victim and victim's family. The NYPD works hard to reduce this pain to the minimum.

Not all sexual violence is directed against adults. Sometimes children are sexually assaulted, abused or otherwise victimized. The New York State Central Registry records, and has primary responsibility over, incidents involving children who are victimized by a guardian. The Department cooperates with this state agency and provides an immediate investigative response to such cases when requested by the Central Registry. When the criminal is someone other than the child's caretaker, the NYPD has the fundamental responsibility for the investigation. A deep concern for the child-victim led the Department, in 1986, to develop new procedures to reduce the trauma of multiple interviews. Now, whenever a child abuse case is reported by a municipal hospital, a detective, a representative from the Office of Special Services for Children, and the examining physician simultaneously — and cooperatively — ascertain the circumstances.

In 1986, reported forcible rape decreased nearly nine percent in New York City, and 53 percent of all reported rape cases were cleared by investigation.



Police officers from the Department's Public Morals Division's Underage Drinking Task Force inspect the identification of youthful drinkers in a Manhattan pub.

THE UNDERAGE DRINKING TASK FORCE

The Underage Drinking Task Force was established on September 5, 1986 in the wake of the death of a young woman alleged to have been illegally served alcoholic beverages in a licensed premise prior to her death. The Task Force is a joint investigative effort of the Department and the State Liquor Authority. The Task Force's SLA investigators, while lacking summoning powers, assist the Department's Public Morals Division Task Force personnel by providing technical assistance. Investigators from the N.Y.C. Department of Consumer Affairs also worked with the

Task Force by visiting licensed premises and providing intelligence reports on suspected underage drinking.

The Task Force is divided into modules. Each module has at least one female investigator and one SLA member assigned to it. Each module is equipped with a Protex Security Device, a relatively inexpensive battery operated hand held flashlight-type mechanism which is able to detect alterations on a driver's license. Driver's license information used for identification can also be verified via a Mobile Data International computer system installed in the unmarked cars assigned to each module.

Since September 5, 1986, the Underage Drinking Task Force has visited 403 licensed premises, found 72 of these to be serving minors and issued 99 summonses for such illegal sale.

INVESTIGATION OF QUEENS MASSAGE PARLORS

In January 1986, along with the Mayor's Office of Midtown Enforcement, the Department launched a joint enforcement operation against targeted Queens "massage parlors." The art of massage is an ancient and lawful physiotherapy. However, the so-called massage parlors targeted by this operation were actually sophisticated houses of prostitution which utilized closed-circuit television cameras, steel doors, and attack dogs to detect, impede and elude police investigators. Nevertheless, by employing applicable provisions of the City's Nuisance Abatement Law, the Department closed 25 such unlawful massage parlors in Queens and effected 39 arrests.

OPERATION MARLIN

In 1986, Operation Marlin, a joint Federal and New York City Police Department undertaking, investigated (and dismantled) a major New York gambling network linked to local and international criminal organizations.

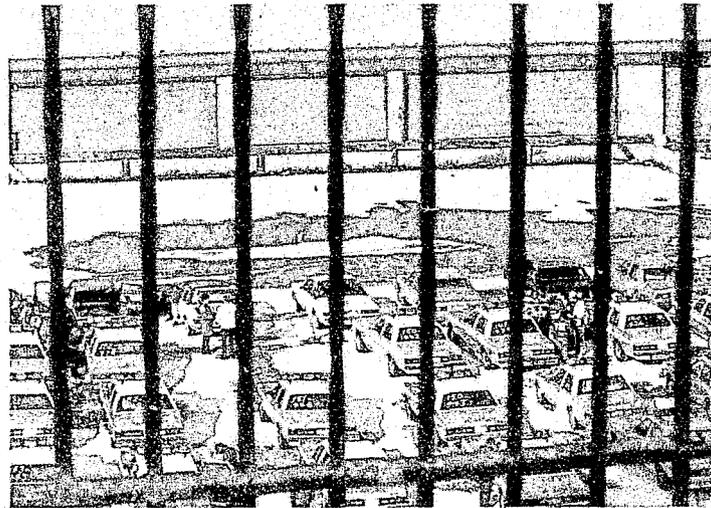


Photo credit: New York Post/Louis Liotta

The Department and the FBI marshal a small portion of the more than 2,250 police officers and agents about to take part in Operation Marlin — the largest joint law enforcement operation in history.

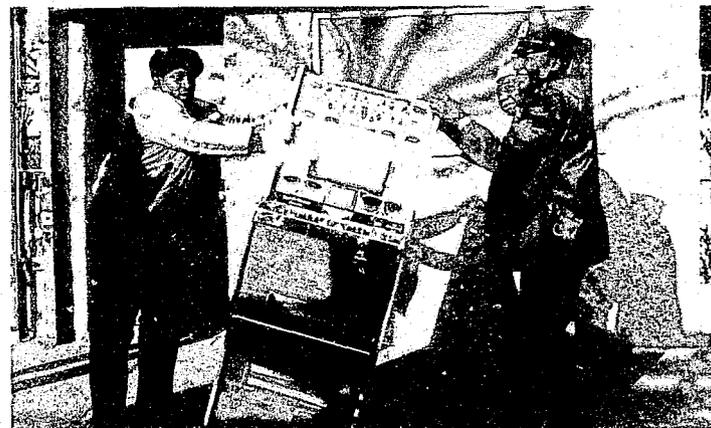


Photo credit: New York Post

An electronic poker "slot machine" is removed from one of the five hundred gambling premises raided on January 31, 1986, under the code name Operation Marlin. In one swoop the NYPD/FBI joint undertaking executed 483 Federal search warrants against the criminal network known as La Compania — "The Company."

La Compania operated an estimated 2,300 illegal gambling locations in the City. Mimicking successful legitimate businesses, these premises operated as a network of franchised "policy" spots, locally owned, but centrally controlled. Profits were used to finance the importa-

tion and distribution of cocaine and heroin, creating a very attractive return on initial investment. The illegal enterprise paid a fee to the traditional criminal organizations in the area in exchange for the right to operate in selected locations.



Photo credit: New York Times

Police Commissioner Ward, John L. Hogan of the FBI and Deputy U.S. Attorney William M. Tandy speak at a post-Operation Marlin press conference at One Police Plaza.

The NYPD investigators and the Federal Bureau of Investigation agents assigned to Operation Marlin determined early on that, due to the size and scope of the operation, attacking the locations one at a time would be futile. "The Company" could easily absorb individual losses, while the true extent of the network would not be revealed or disrupted. To effectively disrupt the activities of La Compañia required a major initiative.

Approximately 500 of "The Company's" locations were targeted, with undercover officers assigned to regularly place bets at these locations. This evidence of illegal activi-

ty taking place at each of these locations was then reviewed by a number of Federal judges who subsequently issued search warrants based on these activities. With warrants in hand, a sweeping tactical plan was developed to move against the combine.

On January 31, 1986, over 2,250 members of the NYPD and FBI simultaneously executed 483 Federal search warrants against La Compañia. This was the largest joint law enforcement operation in history and resulted in the seizure of 4½ kilos of cocaine, ¼ kilo of heroin, numerous automatic

weapons, \$500,000 in cash and extensive gambling and banking records. Equally impressive is the fact that this operation was carried out without incident or personal injury, while dealing a crippling blow to La Compañia.

COOPERATION WITH U.S. ATTORNEYS

One of the functions of the Department's Intelligence Division is to monitor the activities of major organized crime figures. Another is to lend their expertise to Federal prosecutors seeking to bring Federal RICO

3 Godfathers & 5 found guilty

U.S. JURY CONVICTS
EIGHT AS MEMBERS
OF MOB COMMISSION
GUILTY ON EVERY CHARGE

MOB MASSACRE!

Family Heads jury brings in guilty verdicts against dons
Facing Heavy 3 top Colombo mobsters
Prison Terms are guilty of racketeering

Newspaper headlines herald the successful Federal prosecution of organized crime figures brought about by the cooperation between the New York City Police Department and U.S. Attorneys.

(Racketeering Influenced and Corrupt Organizations) statute cases against these high level organized crime figures.

During 1986, direct expert testimony given by officers of the Intelligence Division at the trials of persons alleged to be members of the Colombo organized crime family and the crime cartel known as the "Commission" significantly contributed to the successful outcome of these Federal prosecutions. The organized crime figures brought to trial in this action were found to have: illegally monopolized the concrete business in New York; extorted money in exchange for peace at area airports; and

improperly exerted control over the moving industry through domination of a Teamster's Union local. Similarly, with the assistance of testimony and physical evidence supplied by the Intelligence Division, members of the Luchese, Colombo, Genovese and Bonanno crime families also were convicted for taking part in a council of organized crime networks and the "Commission's" criminal activities.

Thanks to the cooperation between the U.S. Attorneys and the NYPD, the influence of organized crime was less pervasive in 1986 than in years before.

CRIME STOPPERS PROGRAM

Crime Stoppers is a program which seeks to involve the community, through the media, in the resolution of unsolved violent crimes in New York City. The program offers cash rewards to citizens who come forward with information about murders, robberies, rapes, assaults or other violent felonies. The reward fund is administered by the New York City Partnership. Two key elements of the Crime Stoppers Program are the reenactment of the crimes on television and detailed



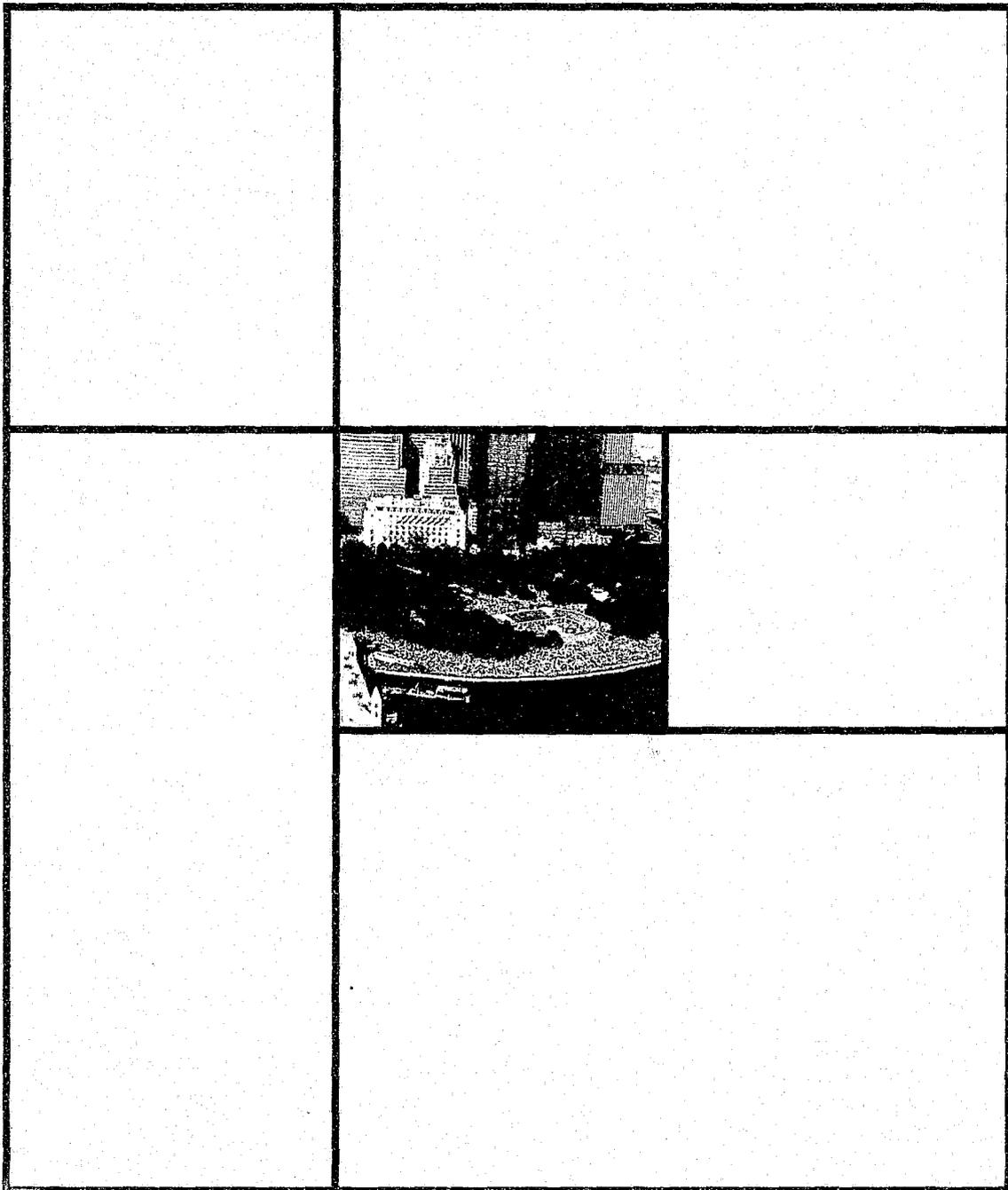
During 1986, the widely acclaimed Crime Stoppers Program was instrumental in the resolution of five murder investigations, including the murder of a New York City Police Officer. One of this program's most unique aspects, pictured here, is its ability to re-create an unsolved crime for millions of television viewers including potential witnesses.

descriptions in newspapers to locate persons who may have witnessed the event, or a part of it, without realizing fully what was transpiring. Citizens call a special "hot line" telephone number (577-TIPS). Media supporters include WABC-TV, The New

York Post, numerous smaller newspapers, and radio stations. Calls are received by trained detectives who issue code numbers to the callers to guarantee anonymity to those who desire it.

During 1986, through the help of the Crime Stoppers

Program, the Department was able to make arrests in five murder cases and one kidnapping, including the murders of Police Officer Scott Gadell of the 101st Precinct and the son of the Vice-Consul of a Caribbean nation.



OPERATIONAL IMPROVEMENTS

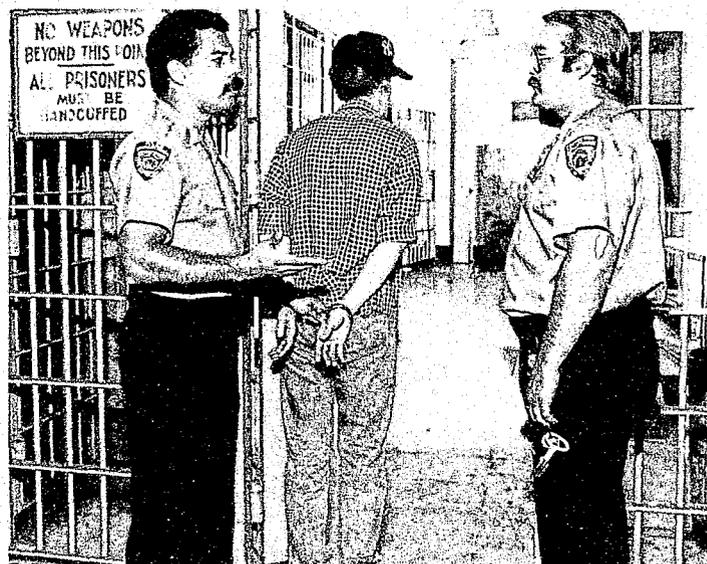
OPERATIONAL IMPROVEMENTS

The New York City Police Department is a large, complex, and vital organization. To achieve its goal of providing the best police service to the community, it is constantly initiating and responding to change.

TRANSFER OF RESPONSIBILITY FOR CERTAIN HOLDOVER PRISONERS TO THE DEPARTMENT OF CORRECTION

Since October 1986, "holdover" prisoners awaiting next day arraignment in either the Bronx or Brooklyn Criminal Courts have been lodged overnight within the Department of Correction (DOC) facilities located in the court complexes. Formerly they were transported back to Police Department precinct detention facilities for the night only to be returned again to the courts in the morning. Now in the Bronx, up to 45 "court ready" prisoners may be lodged each night within the DOC detention facility. While in Brooklyn, the DOC provides a nightly detention capacity for some 60 holdover Brooklyn Criminal Court prisoners.

In Brooklyn the DOC went even farther by assuming total responsibility for the handling of all prisoners awaiting arraignment at Brooklyn Criminal Court during the time when the court



With the cooperation of the Department of Correction, in 1986 many "holdover" prisoners in the Bronx and Brooklyn Criminal Court systems were lodged overnight within DOC facilities located in the court complexes themselves, rather than being transported by the Department back to precinct detention cells. This practice has not only reduced the number of Police Department personnel required to escort and supervise holdover prisoners, but has also improved prisoner availability at the opening of court in the morning.

is in session. This created a welcome reduction in the number of police officers required to be assigned to prisoner escort duty.

These measures have improved prisoner availability at the opening of Court in the morning, eliminated the need for Police Department patrol wagons at the close of Night Court and reduced the number of precincts and personnel required each night for the detention of prisoners in NYPD facilities.

JOINT NYPD/HAPD WARRANT PROGRAM

Another example of the refinement of operational procedures and inter-agency law enforcement cooperation is the Joint New York City Police Department/Housing Authority Police Department Warrant Program. During 1986, the NYPD Warrant Division provided administrative and tactical assistance, as well as personnel, to the HAPD Warrant Squad to enhance their warrant enforcement efforts.

OPERATIONAL IMPROVEMENTS



Armed with Police Department supplied computer lists of persons wanted on outstanding warrants whose last known addresses were in or near NYC Housing Authority properties, teams of NYPD and Housing Authority Police Department investigators were able to execute 873 such warrants in 1986.

First, the Department provided computer lists of violators wanted on outstanding warrants whose last known addresses were in or adjacent to NYC Housing Authority properties. Next, NYPD Warrant Division investigators were paired off with HAPD detectives to execute these active warrants in coordinated "sweeps" of entire buildings and projects. These sweep operations were conducted throughout the year and for periods ranging from five days to four weeks. In 1986, a total of 873 warrants were cleared by the activities of this combined operation. In addition, valuable information was obtained which led to the arrest

of two persons for murder, persons not even wanted on warrants at the time.

This effort was designed to accomplish two goals: improve the safety environment in specific Housing Authority projects and develop criminal intelligence. All arrested fugitives were debriefed by HAPD detectives to ascertain if they had committed other unsolved crimes.

SCOFFLAW PLATE REMOVAL PROGRAM

In 1985 the Police Department implemented programs to tow and safeguard abandoned vehicles of value, and to tow derelict vehicles of little value to temporary relocation sites for subse-



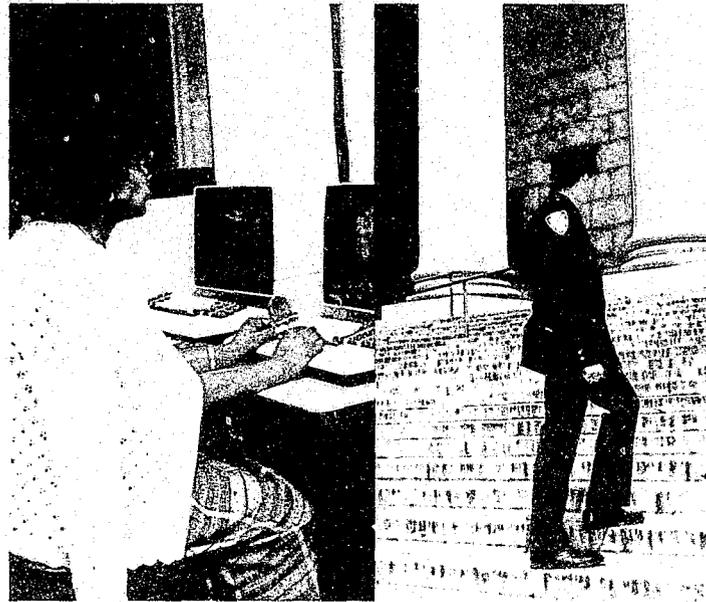
In April, the Department initiated the Scofflaw Plate Removal Program and began removing license plates from vehicles with expired registrations or plate numbers that do not match the registration stickers. If the auto remains on the street for an additional 48 hours, it is towed away.

quent removal by private towing contractors.

In April of 1986, in conjunction with these programs, the Department began removing license plates from vehicles with expired registrations or plate numbers which did not match the registration sticker. Upon removal of the plates a summons was issued and, if the auto remained on the street for 48 hours or more, it was towed away.

From April through the yearend, the Department removed plates from 11,766 vehicles.

OPERATIONAL IMPROVEMENTS



The Department's "FINEST" system of personal computers installed in each precinct is now being used in Queens to transmit notifications of future court appearances to police officers. Connected with the NYPD's Automated Roll Call System (ARCS), FINEST provides other agencies with computer access to a member's schedule.

COURT APPEARANCE NOTIFICATION VIA FINEST

Every day in New York hundreds of police officers must be notified that they are required to testify in the City's courts or before other regulatory agencies. This process was traditionally done by conventional means, i.e., the telephone. In 1986, however, in the borough of Queens, tradition was replaced by the computer. The Department's "FINEST" system of personal computers installed in each precinct is now used to transmit this information more quickly and without the need for handwritten messages. Further-

more, the system interfaces with the Department's Automated Roll Call System (ARCS) so that inquiring agencies have access to an officer's schedule.

The Finest system is also used by precincts to forward Traffic Violations Bureau appearance notifications to police officers who have been transferred to another command. The receiving command's personnel assignment clerk simply puts the message into the computer and sends it to the member's new command via the Finest message system.

This method of notification will increasingly become the norm as the hardware becomes more available.

CONVERSION OF SURPLUS CITY BUSES FOR NYPD USE

"Waste not, want not" — a sound fiscal principle for individuals, families and public agencies, alike. In 1986, the New York City Police Department and the Metropolitan Transportation Authority (MTA) put this principle into practice.

The expanding Police Department needs to shift personnel from one place to another as operational requirements dictate. We turned to the MTA which, because of its rebuilding and replacement program, had surplus City buses in need of extensive overhaul and refurbishment. In January of 1986 the Department's Motor Transport Division took possession of ten surplus City buses and, with existing resources, began to recondition these vehicles. Each bus was restored to mechanical soundness and underwent complete interior conversion and refitting to maximize its utility.

The entire project was completed by September at an estimated savings to the Police Department of \$850,000 and obviated the unavoidable delay a capital outlay for similar vehicles would have involved. Beyond these monetary savings, the Department was able to immediately expand its opera-

OPERATIONAL IMPROVEMENTS



In 1986, the Police Department was able to obtain from the Metropolitan Transit Authority 10 surplus City buses — all badly in need of reconditioning. The Department's Motor Transport Division restored the buses to mechanical soundness and completely refurbished them inside and out. In addition to being used operationally to transport personnel, these vehicles are also used, as shown here, in conjunction with the Department's many youth and community outreach programs.

tional flexibility, permitting sizeable numbers of police officers to be moved rapidly, as a group, to any area of the City.

COOPERATION WITH PRIVATE SECURITY

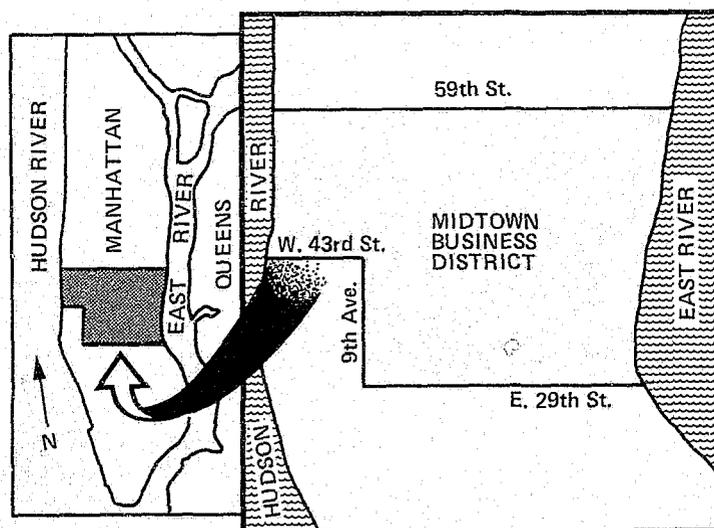
Amid the continuing efforts by the NYPD to establish and maintain sound working relationships with community, business and ethnic groups, in 1985 the Department began to jointly address enforcement problems common to both public and private security agencies.

In June 1986, a pilot "Midtown APPL" (Midtown Area Police-Private Security Liaison) program was initiated in the central Manhattan business district. More than 100 proprietary private

security organizations, involving more than 4,500 private security officers and almost 250 locations are involved in

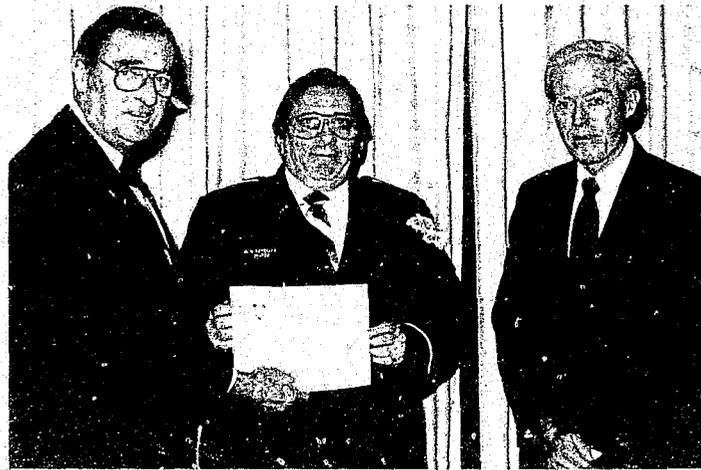
this program to confront mutual crime and safety concerns.

The program focuses on the exchange of information regarding crime trends and patterns, wanted persons and lost or stolen property. Information valuable to both the public and private sector is shared and assistance and cooperation expanded. In one instance, a security officer employed by Rockefeller Center recognized a person sought for victimizing people in the area with a coin-scram confidence game because he had seen the person on the program's wanted posters. He notified the local NYPD detectives who made an immediate arrest. These quick actions by both private and public law enforcement exemplifies the spirit, and value, of this program.



The Midtown APPL project encompasses the entire mid-Manhattan business district, from river to river. More than 100 private security organizations in the area (employing more than 4,500 private security officers) are involved in the pilot program.

OPERATIONAL IMPROVEMENTS



In June 1986, the "Midtown Area Police—Private Security Liaison" — Midtown APPL — program was inaugurated. More than 100 private security organizations are participating and cooperating with the Department on the exchange of criminal information. Above, the Police Department's Chief of Personnel, Anthony M. Voelker (left) presents a Certificate of Merit to Mr. Gerald Mooney of the Rockefeller Center Security Service as Mr. Michael McNulty, Vice President, Rockefeller Center Security looks on. Mr. Mooney recognized a confidence game artist sought for victimizing many people in the area from a Midtown APPL wanted poster. His identification and quick action in notifying the local police precinct resulted in the arrest of this person.

The Department is currently developing plans to expand this program to other parts of the City where private security forces are clustered.

THE CIVILIAN COMPLAINT REVIEW BOARD

During 1986, the Department experienced a 27% decrease in civilian complaints (5,128 in 1986 vs 7,073 in 1985). This downward trend is attributable in good measure to procedural alterations and improvements initiated in 1985 and 1986.

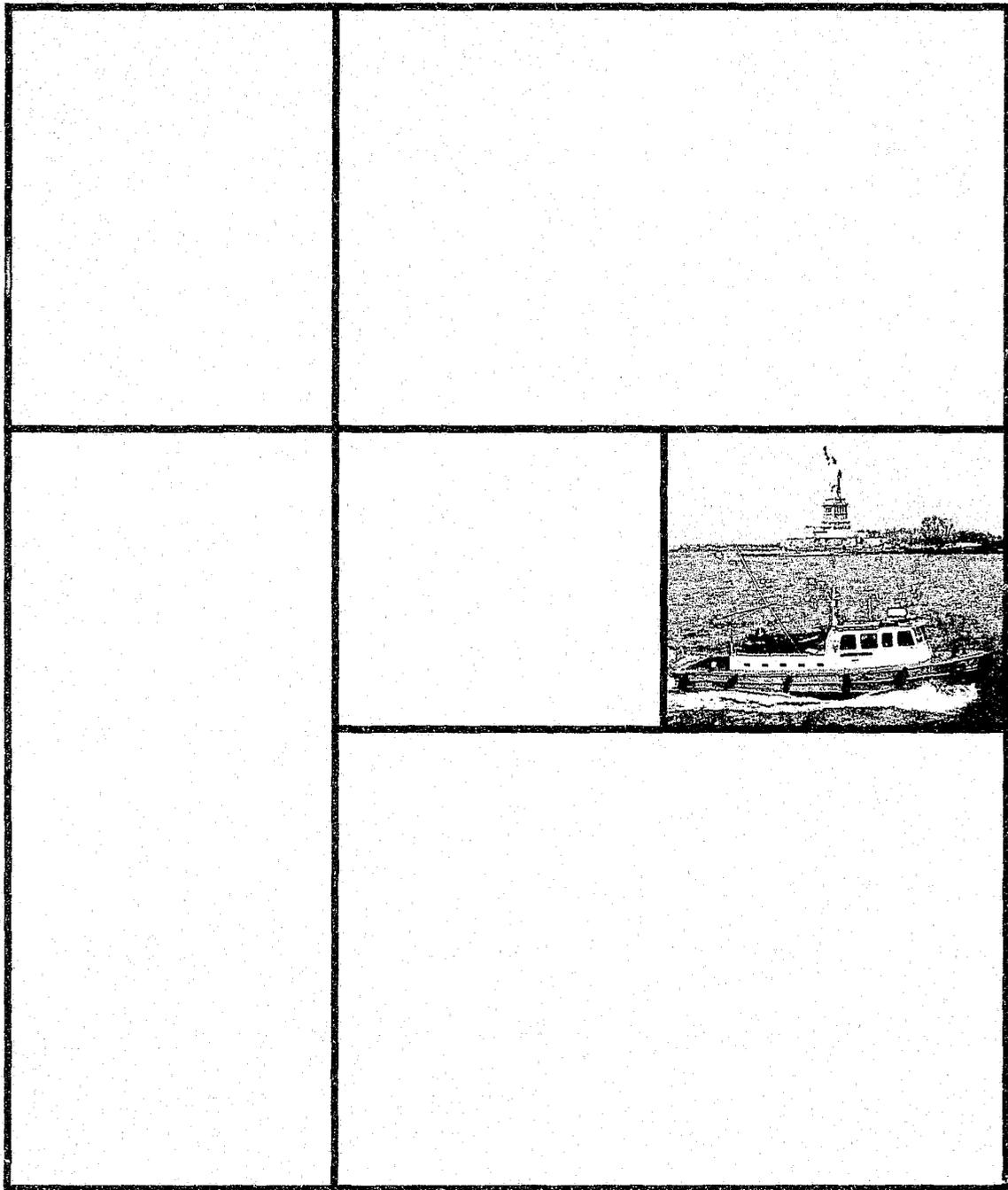
A major initiative in 1986 was the utilization of command accountability in the reduction of civilian complaints. Although the concept of command accountability is not new in the NYPD, its explicit application to civilian complaints is.

In 1986 all levels of police command became responsible for monitoring, assessing, reviewing and instituting measures to reduce the number of civilian complaints received in their commands. On the precinct level, commanding officers are now provided with a copy of each new CCRB complaint lodged

against a member of their command, along with the individual police officer's complaint history. A "Complaint Notification Conference" is mandated, requiring the commander to personally advise the officer involved of the nature of the complaint, and assess whether any additional training or counselling in professional conduct is indicated. This conference is not an investigative hearing, for which the CCRB is responsible, but is a formal notification process and advisory session. The commander also receives a monthly Civilian Complaint Review Board report recapping all complaints lodged against uniformed members under his supervision.

At the zone and borough levels, police commanders receive monthly CCRB reports as well as the annual civilian complaint assessment and reduction plans from their precinct commanding officers. They are required to review and assess the statistics and confer with subordinate commanders regarding appropriate remedial measures.

This procedurally mandated system of command accountability helps insure grassroots supervisory involvement and responsiveness to patterns of alleged police misconduct or improper behavior.



PERSONNEL ISSUES

PERSONNEL ISSUES

A number of new programs dealing with a wide variety of personnel concerns were introduced during the year to ensure that New York's police will always be "The Finest."

POLICE CADET CORPS

In September 1985, the Department announced the establishment of the Police Cadet Corps and invited interested students to apply for the inaugural 1986 recruit class. The program provides police training and apprenticeship to area college students during their junior and senior years before they embark on a career in the New York City Police Department upon their graduation.

To be eligible, applicants must be City residents enrolled in their sophomore year at a local college or university. Candidates also must meet all existing Department qualifications for appointment as a police officer, including medical, psychological and character standards. Once accepted into the program, cadets must maintain an acceptable scholastic record to retain their status. Cadets are also required to take and pass the next scheduled civil service examination for police officer. For them the examination is considered a promotional test, thereby giving them appointment priority over applicants on open competitive lists.



Photo credit: New York Times

The first group of Police Cadets were outfitted with their new and distinctive uniforms in June 1986. If all goes well, by July 1988, the cadets pictured here will be full-fledged New York City police officers.

Cadets wear a distinctive uniform, but are not armed and have no police powers. During their summer internship, they learn the community service aspects of policing by working with Community Patrol Officers. As compensation for their services, cadets are paid \$7 per hour (approximately \$3,800 per year) and receive interest-free loans of \$1,500 per academic year for the last two years of college. If they complete the program, accept appointment as police officers, and remain in the Department for two years, the loans are forgiven.

The Department received nearly 1,500 applications from area college students seeking admission to the initial Police Cadet Corps class. The first 130 cadets entered the Police Academy in June 1986. Following a brief period of orientation and training, they were assigned to work with precinct Community Patrol Officers throughout the City for eight weeks during the summer. During the school year they worked three days each month in a precinct. The first cadets who successfully complete the series of steps toward appointment should enter the Department as full-fledged police officers in July 1988.



Photo credit: Neusday

The first 130 Police Cadets are sworn in prior to embarking upon their precinct apprenticeships, where they will assist Precinct Community Affairs Officers and Community Patrol Officers in a variety of administrative tasks related to neighborhood policing.



Cadets receive practical on-the-job training from experienced field personnel.

PSYCHOLOGICAL TESTING

In 1986, the Department established a new policy requiring all police officers applying for a specialized assignment or consideration for a discretionary promotion to undergo additional psychological testing. Prior to the implementation of this policy, psychological testing was conducted only as an intrinsic part of the pre-employment police officer applicant screening process.

The psychological testing consists of a battery of written tests and an oral interview. Qualities measured or identified include reaction time, psychosomatic disorders, ability to concentrate without distraction,

PERSONNEL ISSUES

decision-making ability, impulsivity, manual dexterity, perceptual abilities, distortion of reality, organic brain damage, and possible violent or psychotic personalities. In short, the testing provides an updated assessment of a police officer's mental well-being.

The Psychological Testing Unit is part of the Personnel Bureau's Health Services Division and maintains a large staff of psychologists to administer these tests, eighteen of whom possess doctorates in the field. The members of the Psychological Testing Unit are continually exploring methods to eliminate bias in the Department's testing and interview process.



Since 1986, all NYPD police officers seeking specialized assignment or consideration for a discretionary promotion have been required to undergo psychological testing to ensure their current fitness for the position sought.



"Finding the Finest" became a little easier in 1986, thanks to the establishment of a permanent full-time Recruitment Unit to pursue this task year round and not just prior to scheduled civil service examinations for Police Officer.

ESTABLISHMENT OF FULL-TIME RECRUITMENT UNIT

The NYPD actively tries to maintain a pool of police officer and cadet candidates who are qualified, represent the ethnic diversity of the City, and are ready to fill vacancies as they are created. With this aim in mind, a full-time Recruitment Unit, consisting of one sergeant and ten police officers, was established in February, 1986. This permanent unit is under the direction of a newly appointed assistant commissioner who reports directly to the Chief of Personnel. The unit has since been expanded to include a deputy inspector, one lieutenant, two sergeants and 13 police officers.

The Recruitment Unit is designed to continuously recruit quality candidates for police officer and cadet positions. Members of the unit conduct seminars and attend career days at high schools and colleges within the City. They also seek assistance from local ministers and church groups to find as many qualified candidates from all backgrounds as possible. Once a police officer examination is scheduled, the Recruitment Unit in conjunction with the Police Academy advertises and promotes the Department's tutorial programs, which help interested candidates prepare for the exam. With the help of a professional advertising firm, the unit's slogan, "Finding the Finest," has been incorporated into posters and

advertisements distributed throughout the City. Local community leaders sometimes appear in these posters urging their constituents to apply. Even the Recruitment Unit's autos, emblazoned as they are with the unit's slogan and special phone number (212-RECRUIT), put forth the message.

CAREER PROGRAM FOR POLICE OFFICERS

In 1986, the Police Department's Uniformed Career Path Program was updated and renamed the Career Program for Police Officers. This program is an attempt to further enhance the personnel management and career choice opportunities for police officers. The objective of the program is the assignment and advancement of personnel based on job experience, job performance, and personal development.

A point system has been developed to reflect an officer's overall qualifications to request a career path transfer. The point system takes into account various aspects of the police officer's experience and performance, such as past patrol assignments, Department recognition/awards, educational achievements, annual evaluations, special patrol details, attendance record, physical fitness, and any

disciplinary action or integrity review board findings, if applicable. Once a minimum of 15 points has been compiled, the individual police officer becomes eligible to request a career path transfer to a precinct of choice, to a non-precinct assignment, or to an investigative assignment. In the case of non-precinct or investigative assignments, an officer who is eligible for consideration must also successfully pass the Departmental screening panel for the particular assignment desired.

The program is administered by the newly created Career Program Unit within the Department's Personnel Bureau. This unit is responsible for overseeing all aspects of the program and ensuring that a sufficient pool of qualified police officers is maintained. The program is designed not only to place and promote qualified, experienced officers but also to encourage police officers to take the initiative to become qualified for desirable assignments and/or career preferences.

UNIVERSAL SIGN LANGUAGE COURSE

In October the Police Academy's College Liaison Unit and the NYC Board of Education implemented a self-improvement course in Universal Sign Language open to interested members of the Department, both uniformed and civilian.



In cooperation with the Board of Education and the School For The Deaf, in 1986 the Police Academy began offering a self-improvement course in Universal Sign Language open to all interested members of the Police Department — on their own time. Thirty-five members of the Department enrolled in the first six month course.

The course runs for approximately six months, meeting at the Police Academy once each week. Thirty-five Police Department employees, all of whom attend the classes on their own time, enrolled for the first session. Instruction is available to individuals with varying levels of expertise, i.e., beginning, intermediate and advanced and is conducted on a volunteer basis by Board of Education personnel assigned to the School For The Deaf. A Universal Sign Language manual for use by police officers on patrol is also being prepared. The manual will help police officers recognize and assist deaf people. Additionally, key sign "phrases" will be visual-

PERSONNEL ISSUES

ly depicted to aid an officer in rendering help to deaf individuals swiftly and appropriately.

UNIFORMED ROTATION ASSIGNMENT PLAN

To fully develop the abilities, experience, and career opportunities of police officers, a policy of continuous rotation of police officers in precinct assignments was adopted in December, 1986. All police officers appointed on or after January, 1986, and not assigned to an exempt position, are considered for rotation.

The Uniformed Rotation Program mandates the transfer of police officers with three years in the Department and two years in a particular precinct. In January of 1987, the first officers subject to this rotation program will be assigned to precincts. They will be tracked by the Department's Personnel Bureau and identified for transfers in two years. After the initial rotation transfer, the police officers will remain in their new commands for a maximum of five years, at which time they will again become eligible for rotation to a new precinct.

Certain precinct positions are exempt from rotation transfers. These include assignments to the Precinct Anti-Crime Unit, Street Narcotics Enforcement Unit, Robbery Identification Program, Community Patrol Officer Program, and precinct staff



Under the leadership of a Deputy Commissioner, the NYPD maintains a permanent Office of Equal Employment Opportunity to ensure the Department's full compliance with all pertinent provisions of Federal, State and local laws governing equal employment opportunity.

positions such as Community Relations, Crime Prevention, and Youth Officer. In addition, Patrolmen's Benevolent Association delegates and board members are exempt.

OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY FIELD DISCUSSIONS

In May of 1986 the Police Department created an Equal Employment Opportunity training program for civilian employees. The program uses EEO counselors to instruct civilian members in field commands about provisions of the Department's Equal Employment Opportunity policy.

The primary objective of this training is to clearly define the protections afforded to Department civilian employees under Federal, State and City statutes and under established Police Department policy. Secondari-

ly, this project encourages employees to use the Department's informal complaint procedure whereby complaints are resolved at the local command level either by the member's respective Supervisor, Personnel Officer or Commanding Officer. In this way a significant number of EEO complaints can be expeditiously resolved. Should the problem not be amenable to informal resolution, the Office of Equal Employment Opportunity will then process the complaint through formal channels until a fair and equitable disposition is attained.

The actual training is conducted by Equal Employment Opportunity counselors, all of whom have undergone training by both the Police Academy and the Office of Equal Employment Opportunity.

DRUG TESTING

Law enforcement agencies' employee drug testing policies attracted much attention during 1986. Current legal standards for testing employees for drugs fall within the privacy provisions of the 4th Amendment to the United States Constitution. The nation's Supreme Court has held that intrusions "...beyond the body's surface..." are searches and that individuals have a reasonable expectation to be free from bodily intrusions by the government or an employer. This expectation of privacy has been held to extend to the seizure of a person's body fluids. It is therefore necessary to establish that any contemplated drug testing is reasonable under a given circumstance before it may be permitted.

To forestall and identify drug abuse on the part of police officers, and to do so in accordance with court decisions, the Department mandates that certain categories of individuals be tested for drug abuse whenever legally possible. These categories include: candidates for entry into the Police Department; probationary police officers attending the Police Academy and again when they complete their probationary period; any member where



Drug tests are required of Police Officer job applicants and certain categories of employees.

reasonable cause exists to suspect drug abuse; and all police officers seeking transfer to the Detective or Organized Crime Control Bureaus.

Should a probationary police officer test positive for illegal drug use, his or her employment is immediately terminated. Tenured members testing positive are granted a Departmental hearing and, if found guilty of abusing drugs, are subsequently dismissed from the Department.

UNIFORMED ABSENCE CONTROL

The Department pays a great deal of attention to the management of employee sick time. It is especially important that uniformed personnel, who enjoy an unlimited number of sick days per year, act responsibly in this area.

For the last three fiscal years, the NYPD has met its goals under the Mayor's Management Plan for Uniformed Absence Control. In fact, in Fiscal Year 1986 sick leave taken by uniformed members of the service was 36% lower than in 1983 (an average of 6.9 sick days per police officer). The Department has been able to achieve this low sick time rate through strict monitoring of uniformed member sick leave.

On a more positive note, the Department also offers police personnel incentives to remain fit. Under the newly revised Career Program for Police Officers, points are awarded for successful completion of annual fitness tests and for five years of perfect attendance. The Department has also established a number of educational programs designed to stress the importance of nutrition and exercise in keeping fit, healthy and productive.



Police Commissioner Ward, with Department executives and managers, poses with Principal Administrative Associates specially selected for precinct assignments.

The New York City Police Department is proud of its absence control program which has produced one of the best sick time records of any of the uniformed forces in the City.

"PRINCIPALS IN PRECINCTS" PILOT PROGRAM

In April 1986, the Department began a pilot program assigning 14 civilian Principal Administrative Associates, for the first time, to work in precincts. This new civilian supervisory position required that the incumbents acquire significant knowledge of precinct operations and take on new responsibilities. The program was designed to improve the efficiency of precinct administrative functions, enhance the supervi-

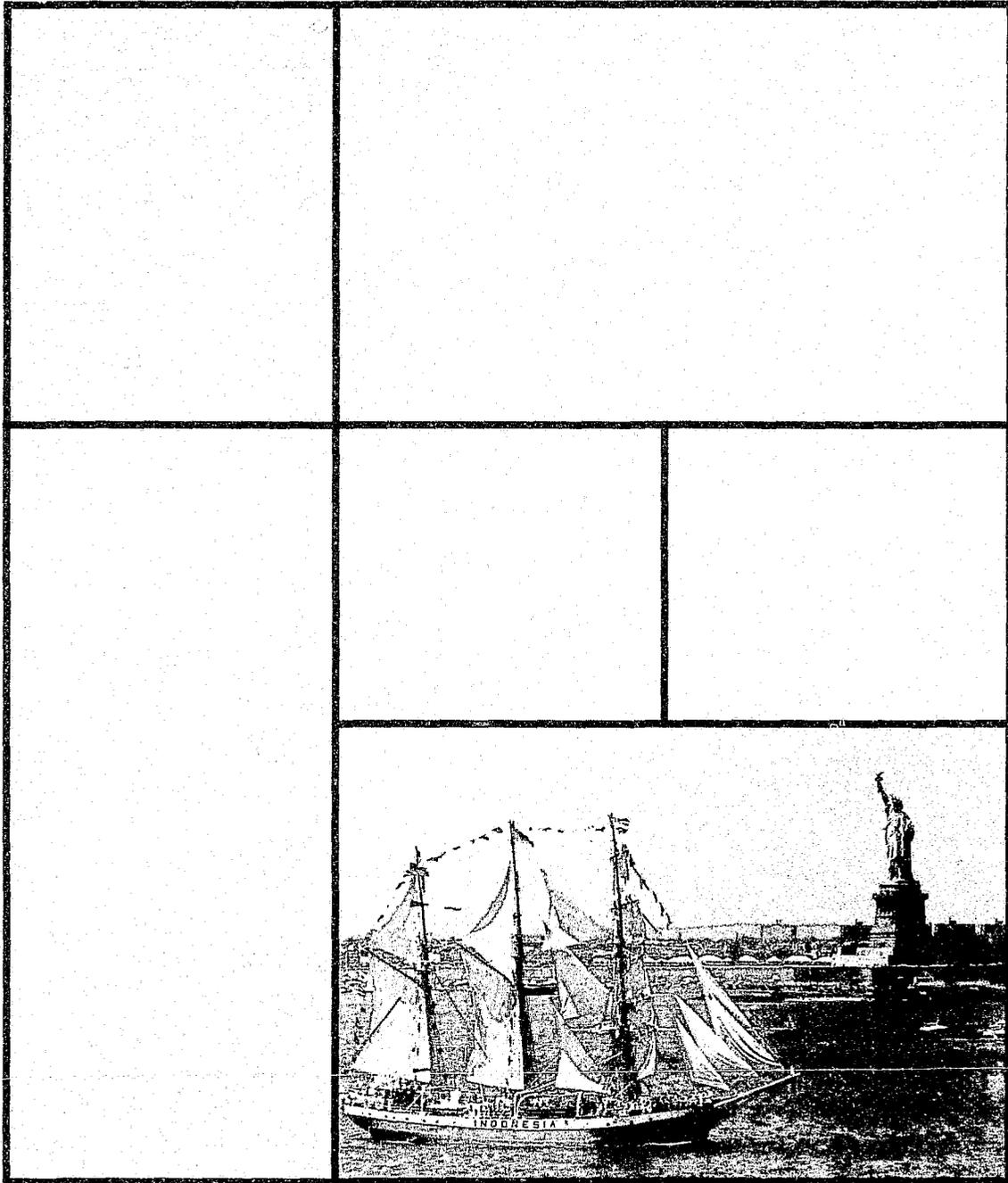
sion of clerical and custodial personnel and provide career development opportunities to the Department's growing number of civilian mid-level employees.

Personnel selected for this program were initially assigned to the Police Academy for three weeks of extensive training. Additionally, periodic training sessions were held to advance specific goals identified by precinct commanders.

Each Principal Administrative Associate in the pilot program acts as the assistant to the Precinct Operations Coordinator, normally a lieutenant, and is responsible for first line supervision and training of personnel assigned to administrative positions, such as personnel assignment

clerk, leave/payroll clerk, and crime analyst. Staff supervision is provided for telephone receptionist, crime/accident report clerk, and custodians. These civilian supervisors also oversee and coordinate training in precinct computer applications, such as: Expeditor/Response Program, FINEST Message Switching System, Automated Roll Call System (ARCS), and Payroll Management System (PMS)

Civilianization first opened up new careers for civilians entering the Department as Police Administrative Aides. It now permits the expansion of promotional opportunities and a broader career path for many more civilian employees.



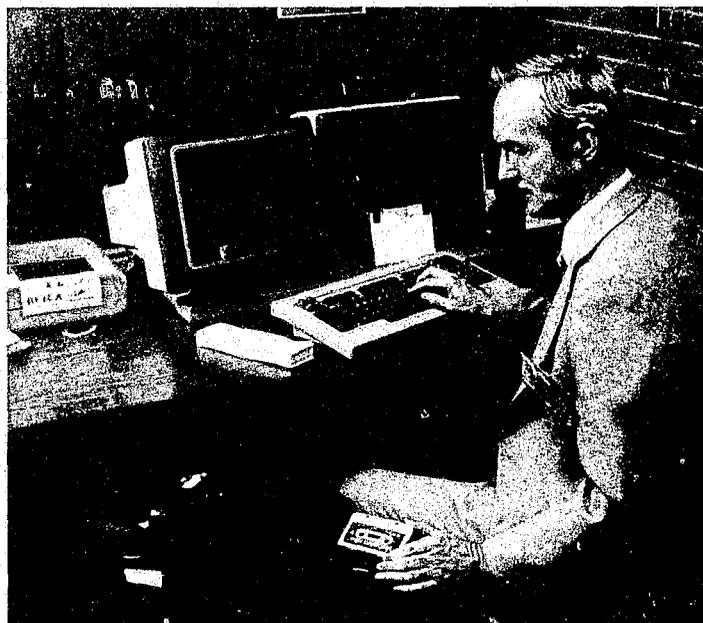
ADMINISTRATIVE INITIATIVES

ADMINISTRATIVE INITIATIVES

Paperwork has historically been the bane of a police officer's existence. However, if the ever-increasing reliance on the computer to perform the necessary routine and time-consuming clerical tasks is any indicator, in the future the officer's lot may not be quite so unhappy.

COMPUTER-ASSISTED TRANSCRIPTION SYSTEM

The Office of the Deputy Commissioner for Trials, which is responsible for conducting all formal Departmental disciplinary proceedings, has dramatically altered the preparation of Departmental trial transcripts by the use of a computer-assisted transcription system. The system translates the court reporter's stenographic notes into legal prose. As the reporter records the proceedings on the stenotype machine, a special magnetic cassette simultaneously tapes the stenographer's coded language. After the hearing, the cassette is inserted into a mechanical reader which, in turn, feeds into a main computer. The computer's disk drive contains a basic dictionary of 16,000 of the most common terms and phrases used in the courtroom. It can automatically and rapidly translate a large portion of the stenographer's notes. As the reporter proofreads and edits the material, he or she has the opportunity to increase the computer's vocabulary by putting new



The Computer-Assisted Transcription System (CATS) has significantly altered the preparation of Departmental trial transcripts by providing a simultaneous translation of the court reporter's stenographic record into legal prose as it is taken down, via a magnetic tape cassette attached to the recorder. The CATS contains a basic dictionary of 16,000 of the most common terms used in the courtroom. Following the hearing, as shown here, the cassette is inserted into a mechanical "reader" which produces a draft for the court reporter's review.

words and phrases into the dictionary. Once incorporated into its memory bank, the computer will thereafter recognize these shorthand symbols whenever they reappear. To date, total dictionary capacity of the system has already been increased to approximately 50,000 words and expressions. When the on-screen editing process has been completed, a printer reproduces a perfectly transcribed report.

Computerized transcription has been a great aid to the Department in reducing paperwork and expediting trials. Previously, the Office

of the Deputy Commissioner for Trials was dependent on a private, outside firm to transcribe hearing proceedings. Now the NYPD is virtually self-sufficient in this area. In addition, waiting time for transcripts, which used to average ten days, has now been eliminated and the information is immediately accessible.

The Department has saved approximately \$50,000 by significantly reducing its reliance on outside typing and reporting services. And, thanks to the computerized transcription system, it is also able to maintain complete



New work stations in the Police Department's Public Information Division illustrate the Department's commitment to upgrading and integrating furniture, equipment, space and personnel to achieve a highly functional and productive work environment.

control over the transcription process, thereby realizing additional savings in time, money and personnel.

INTEGRATED FACILITIES MANAGEMENT

Facilities management is the practice of planning, providing, and managing productive work environments. The guiding concepts are quality of life and cost effectiveness. It is an integrated function because it crosses organizational boundaries in an effort to unite inventories of furniture and equipment with space and personnel.

The Department has over 120 separate facilities. In addition to 75 precinct station houses, 45 other facilities are maintained to meet other agency operational, support, and administrative functions.

In 1986, the NYPD purchased Computer Aided Design and Drafting Software

(CADD) to serve as the basis for its computerized Facilities Management System. Our long-range goal is to computerize the floor plans and space inventories of all 120 Department facilities by the early 1990's to permit maximum utilization and productivity. To date, in conformance with this goal, over half of the Department's precincts have been upgraded with furniture that meets space and function requirements.

ENHANCED COMPUTERIZATION

Rapid information retrieval and transmission are vital to effective law enforcement. In 1986, police operations in several areas were enhanced by the seemingly instantaneous information retrieval and communications capabilities of the electronic computer.

Mobile Digital Terminals

The Mobile Digital Terminal (MDT) provides a direct support system for the police officer on patrol. This small terminal, which by the end of 1986 had been installed in approximately 200 of the Department's radio patrol cars, enables officers to immediately obtain data concerning the status of drivers, vehicles, missing persons, wanted persons, guns, securities, currency, etc. These terminals have direct access to large-scale data banks (such as the New York State Police Information Network [NYSPIN], the Department of Criminal Justice Services [DCJS], the Department of Motor Vehicles [DMV], and the National Crime Information Center [NCIC]) which provide on-the-spot information regarding stolen vehicles, scofflaws, warrants, etc. Out-of-state data is also available. In this way officers are able to obtain important information before approaching a suspicious vehicle, thereby increasing the safety of everyone present.

This kind of computer usage has been particularly effective in recovering cars and effecting arrests of car thieves. Its greatest strength, however, is the direct support network it provides the officer on patrol.

Microcomputers

Microcomputers are quickly becoming an essential tool in daily police work. A total of 180 personal computers are

ADMINISTRATIVE INITIATIVES

now in use throughout the Department. Included in this tally is one microcomputer in each of the City's 75 precincts and seven patrol borough commands.

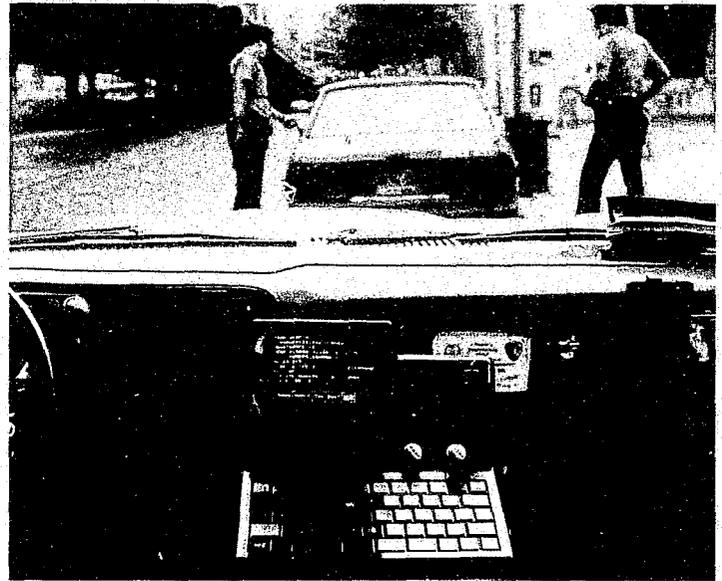
Microcomputers are used to control many different kinds of information, such as crime analysis, daily patrol strength, centralized personnel and time records, and equipment inventory. The most innovative use of the microcomputer in the NYPD in 1986 was its application to crime-related functions. Each borough-level computer was linked to form the foundation for a Local Area Network, to enable all patrol commands to share common databases. It is anticipated that the Local Area Network will be fully operational by 1988, at which time there will be six microcomputers in each precinct and patrol borough.

Election Results

The Police Department, by State Election Law, is required to transmit election results at polling sites for release to the news media.

The Department used an automated system, for the first time, to accomplish this during the 1986 general election. Each precinct used its computer terminal to transmit the election tallies of each election district to Police Headquarters.

Since this had never been attempted before, the Department took the precaution of also using the traditional telephone reporting system as a back up. However, the



By the end of 1986, approximately 200 of the Department's radio patrol cars had been equipped with Mobile Digital Terminals (MDT) which enable officers on patrol to immediately access up-to-the-minute data on vehicles, motorists, missing or wanted persons, guns, and stolen property of all kinds.

automated system proved so efficient that it will be used for all future elections, without a manual back-up system.

Automated Roll Call System

Implemented in 1986 and scheduled for completion in 1987, the Automated Roll Call System (ARCS) essentially produces a permanent diary of the assignment and movement of police officers in each precinct. It provides vital information for tactical and strategic manpower planning. For example, these records will be used to develop minimum manning levels for both regularly scheduled patrols and special details, such as parades and demonstrations. ARCS will

also help management better organize and control human resources through effective deployment and will provide the Department with the keystone necessary to develop an integrated personnel information system.

Applicant Tracking System

In 1986, the Personnel Bureau automated the application process for the Police Cadet Corps. The automated system instantaneously provides the status of each applicant, monitors deadlines for submitting required documentation, provides quick access to data describing each candidate, and facilitates the preparation of statistical reports required during and after applicant processing.

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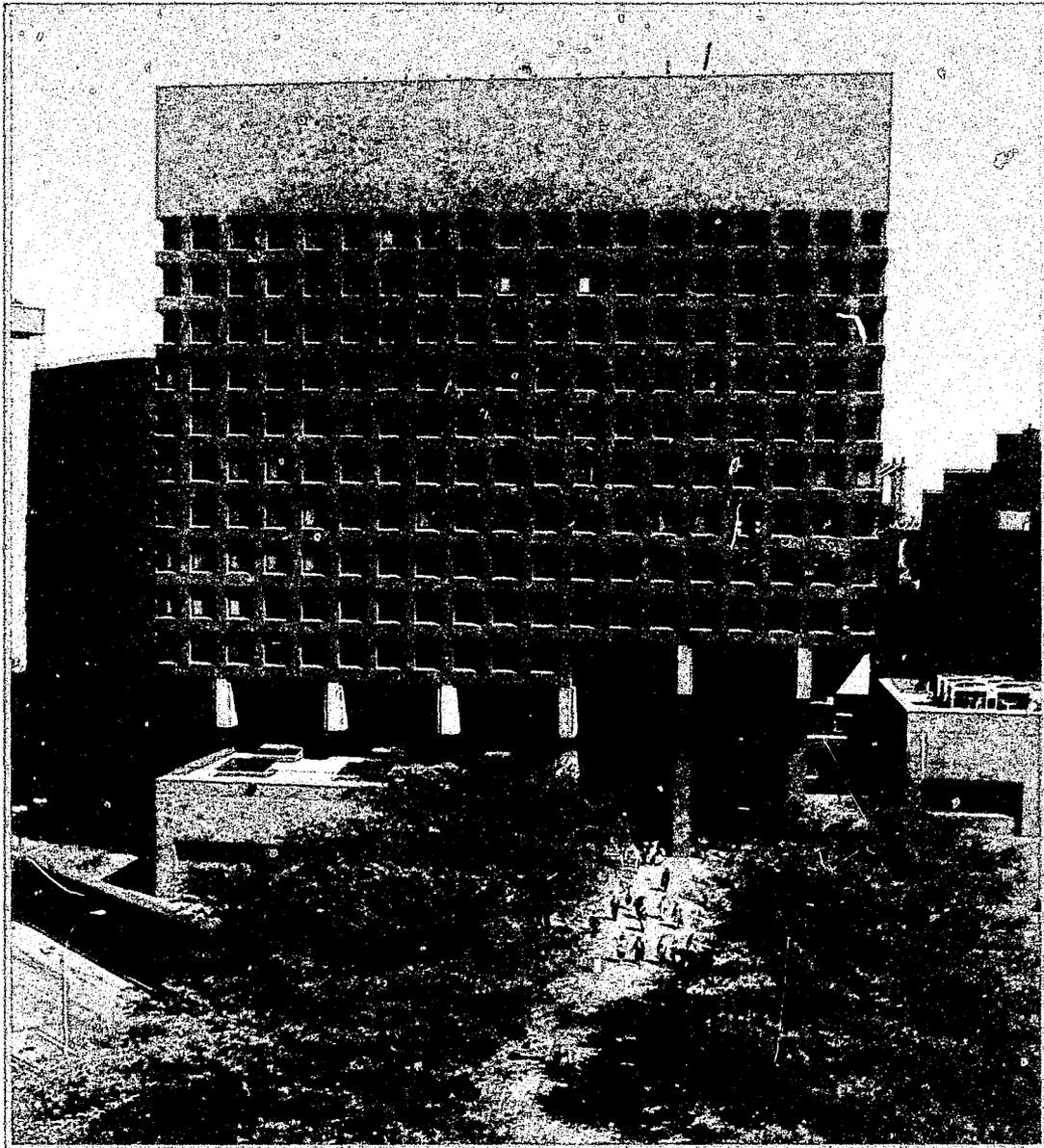
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