

**POLICING NEW YORK CITY IN THE 1990's :**

**LAW ENFORCEMENT**

**DRUG CONTROL STRATEGY**



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**JUNE 1992**



# NEW YORK CITY POLICE DEPARTMENT VALUES



**In partnership with the community  
we pledge to:**

- Protect the lives and property of our fellow citizens and impartially enforce the law
- Fight crime both by preventing it and by aggressively pursuing violators of the law
- Maintain a higher standard of integrity than is generally expected of others because so much is expected of us
- Value human life, respect the dignity of each individual and render our services with courtesy and civility

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# INTRODUCTION

Drug abuse is the most complex and misunderstood problem faced by society today. Pursuing our goals of safer streets and a safer city requires careful analysis and an understanding of the connections between poverty, sub-standard education, unemployment the deterioration of our social fabric and drug abuse. Clearly, this demands a strategy that includes, but reaches beyond, law enforcement.

Successful investigations, arrests, and the dismantling of organized criminal enterprises, while important, are but benchmarks of activity. Maintaining a high level of credibility, especially in the area of drug enforcement, is essential to nurturing community participation. Enforcing the law within the law, with protection of individual rights as a guiding principle, will leave citizens with a feeling of confidence and pride in their city's police.

A philosophy meeting the needs of individual communities, working in partnership with each, and operating in accordance with a strict code of conduct is essential to accomplishing the Department's goal of making New York a better, safer place. The New York City Police Department Values underscore our commitment to the preservation of the favorable integrity climate we have attained in recent years, as well as the safety of citizens and police. With this in mind we reaffirm our pledge to:

- **Protect the lives and property of our fellow citizens and impartially enforce the law;**
- **Fight crime by both preventing it and by aggressively pursuing violators of the law;**
- **Maintain a higher standard of integrity than is generally expected of others because so much is expected of us; and**
- **Value human life, respect the dignity of each individual and render our services with courtesy and civility.**

Policing New York City in the 1990s, even in absence of the difficulties created by illegal drugs, will be a challenge in itself. The police have always assumed major responsibility for drug enforcement, but the breadth of the problem is too vast to be controlled by local police alone. As we approach the threshold of the next century, the Department will continue to refine this strategy which, in tandem with state and federal efforts, will reduce drug trafficking and abuse in our city.

## DEVELOPMENT OF THE STRATEGY

Historically, traditional policing concepts mandated the implementation of standardized programs that attempted to fulfill the needs of many and diverse communities. Over the last decade, and especially since the emergence of crack cocaine, New York City has committed enormous resources to reduce the supply, demand and abuse of illegal drugs. Despite these efforts, drug abuse and attendant crime escalated at an alarming rate. Much can be said for previous attempts to control the problem, but the Department now recognizes that a more personal approach has the best chance of reducing crime at the neighborhood level.

In 1991, the Department published its first Comprehensive Law Enforcement Drug Strategy. At that time, the Narcotics Division was still generally considered to be at the forefront of the Department's response to trafficking and abuse of illegal drugs. In the following twelve months proven enforcement programs were kept in place as the Department oriented itself toward solving problems from the community's perspective rather than that of police. In addition, a considerable amount of time was dedicated to an assessment of the 1991 strategy. The assessment proved invaluable. Although virtually all of the bureaus in the Department were actively engaged in viable anti-drug efforts, there was a functional division of responsibilities that hampered, to some extent, a corporate mind-set that focuses upon common objectives and concerns.

### Executive Drug Control Strategy Committee

To strengthen the links between each of the Police Department's Bureaus and increase collaborative decision-making, the Department formed local drug control committees under the auspices of an Executive Drug Control Strategy Committee. The Executive Committee reviews the activities of the Neighborhood and Borough Based Committees, discussed below, with the objective of ensuring maximum use of available resources. The purpose of these committees is to develop community-driven strategies through careful problem analysis and coordinated action rather than programmatic initiatives. By viewing the problem from the community's perspective and employing a corporate strategy several "specialized" programs have been eliminated and coordinated responses are emerging. The future is looking brighter.

### Neighborhood Based Drug Control Strategy Committees

The Department introduced Neighborhood Based Drug Strategy Meetings at the Precinct level in June 1991. Narcotics Division personnel meet with their counterparts from the Patrol Services Bureau, Detective Bureau, and Precinct Community Policing Coordinator on a monthly basis. The purpose of these meetings is to identify and narrowly define priorities and problems and formulate strategies to address neighborhood drug-related concerns.

## Borough Based Drug Control Strategy Committees

The Department also introduced Drug Control Strategy Committees at the Borough level in September of 1991. Precinct Commanding Officers, along with Narcotics, Patrol, and Detective Borough Commanders meet on a quarterly basis. The purposes of these meetings are to discuss actions taken at the neighborhood level, evaluate their viability, make recommendations, and, if successful, ensure adequate support to sustain them.

The scope of the drug problem and current fiscal realities demanded narrow identification and prioritization of problems. These determinations are essential to the effective allocation of both community and police resources. With this in mind, specific goals were defined to guide the Department in the development of the strategy. These goals are:

- Goal #1: Restore the quality of life in our city by suppressing street-level drug dealing;
- Goal #2: Prevent children from experimenting with drugs and enhance overall drug awareness;
- Goal #3: Reduce violence associated with drug trafficking and prevent the emergence of organized criminal groups;
- Goal #4: Control crime committed by recidivist drug offenders;
- Goal #5: Ensure the safety and integrity of police.

This booklet describes the scope of the city's drug problem, and the strategy devised to achieve these goals.

# THE DRUG PROBLEM IN NEW YORK CITY

The majority of New York City residents - rich or poor; white or of color; well or poorly educated - do not use drugs. Unfortunately, New York's illegal drug market does not practice protectionism and is open to commuter purchasers as well as residents. Suburbanites who regularly travel into the city to purchase drugs for personal use or re-sale in their own communities add to the problem and draw upon police resources that could be better used elsewhere. Additionally, New York is a major transshipment point for illegal drugs destined for the Northeast region and beyond.

## Supply and Demand

The drug problem can be described in terms borrowed from economic models - supply and demand. The drug market, to a large extent, is influenced by the variable **supply** of drugs (as well as sellers) and the **demand** of drug buyers. Unfortunately, the answers to the complicated reality of the drug market are not as easily defined. Moreover, history has proven that "either/or" strategies, as applied to supply/demand, are not the answer.

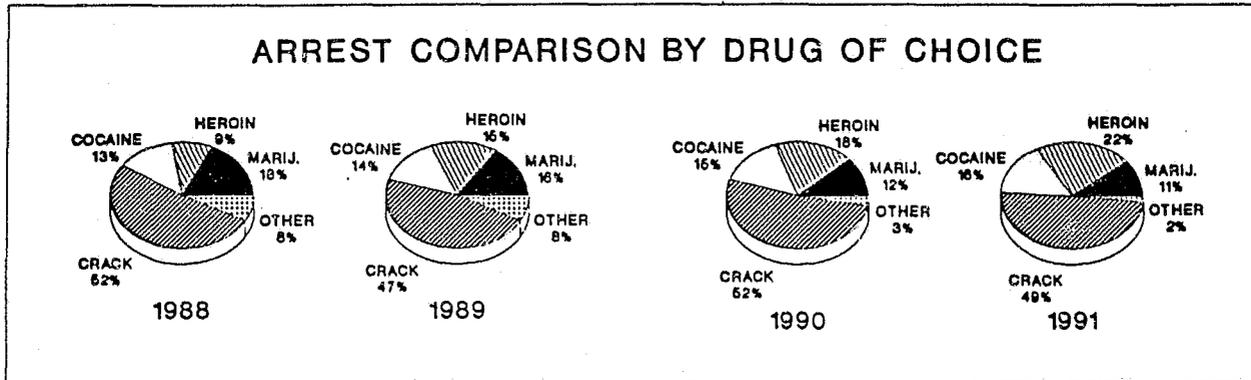
Law enforcement must address both the supply and demand for illegal drugs. Finding an appropriate balance to address each, especially at the local level, is difficult. Nevertheless, police must continue to make optimum use of available resources, while acknowledging the untapped reserves available in the communities they serve.

## The Drugs

Crack cocaine, cocaine hydrochloride (powder cocaine), heroin and marijuana are the drugs most commonly available on the streets of New York City. PCP, LSD, and pharmaceuticals in pill form, while still available, have declined in popularity.

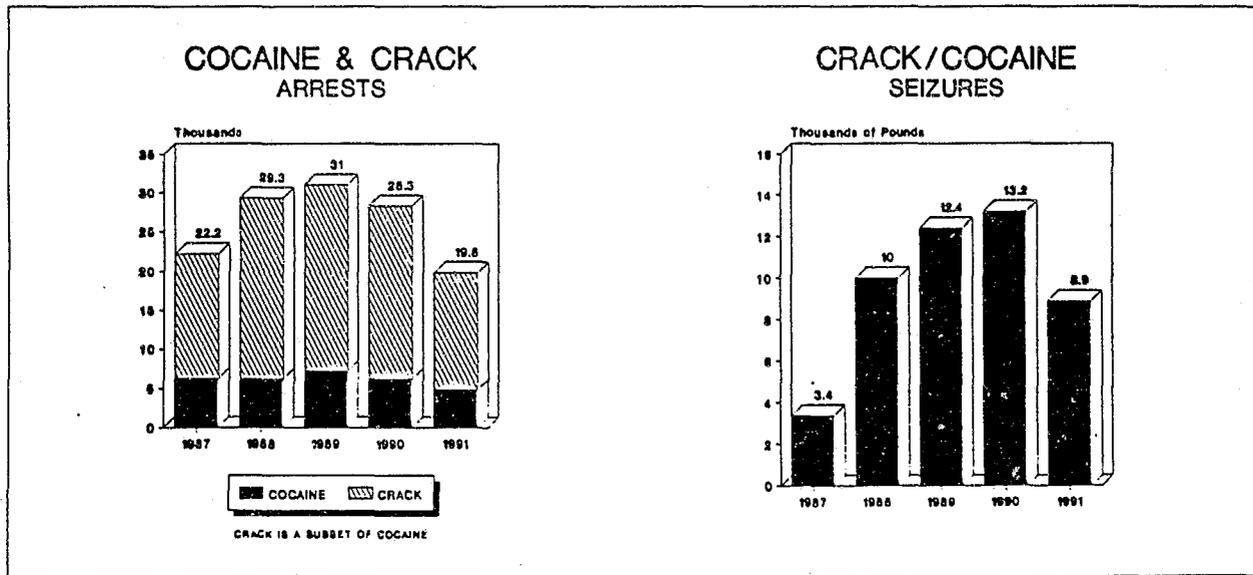
## CRACK - The Drug Of Choice

Crack continues to dominate the drug trafficking landscape in New York City. Since 1986, New York has witnessed an unparalleled growth in drug trafficking, use, and violent crime associated with this deadly drug. After over five years of unnerving sociological data, encouraging news can be found in preliminary reports which portend the crack problem may be beginning to stabilize and possibly be on the decline.



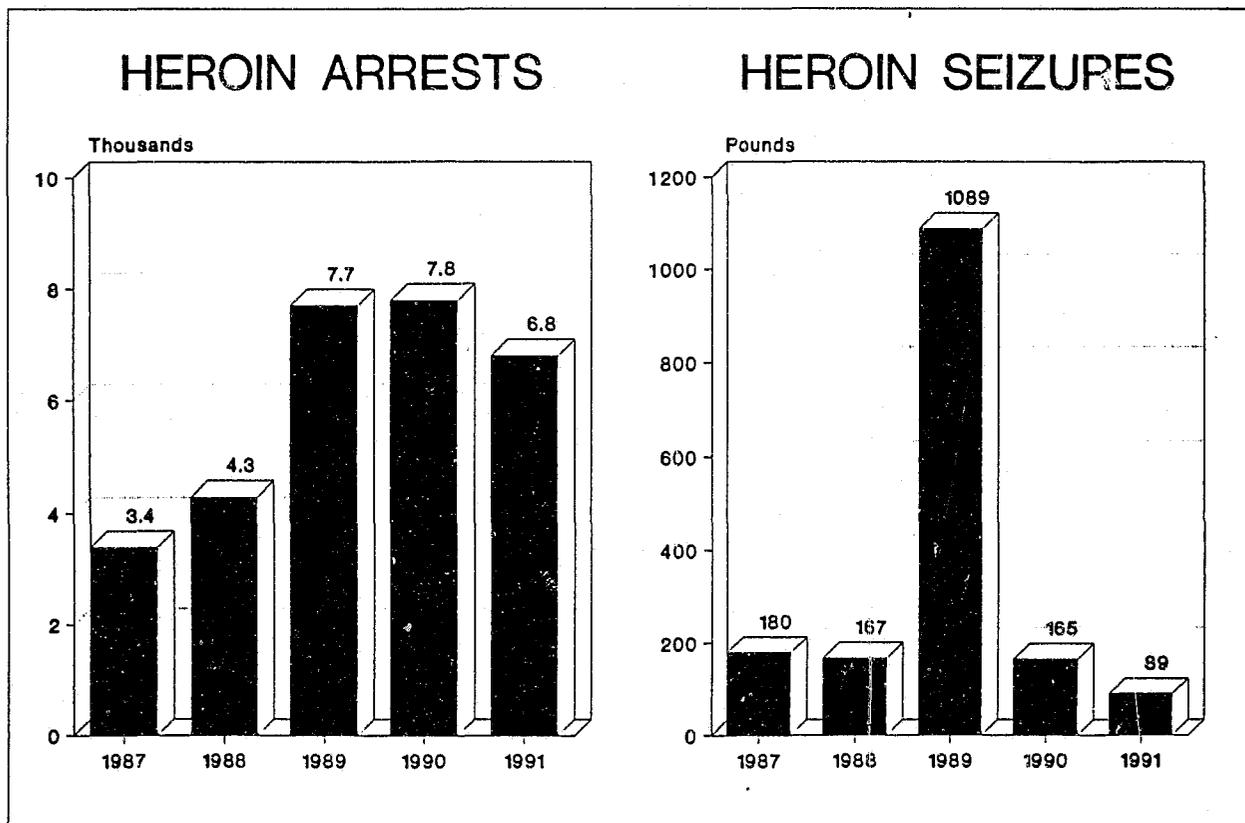
## Cocaine Hydrochloride (Cocaine Powder)

Although there is evidence suggesting an overall downward trend concerning cocaine use, New York City remains one of the Nation's top retail and wholesale cocaine markets. Multi-kilogram shipments of cocaine are exported to New York for distribution throughout and beyond the metropolitan area. Crack, a subset of cocaine which is largely manufactured in the United States, continues to fuel the demand for cocaine powder. Despite crack's popularity, it does not diminish demand for cocaine powder to be ingested intranasally or intravenously.



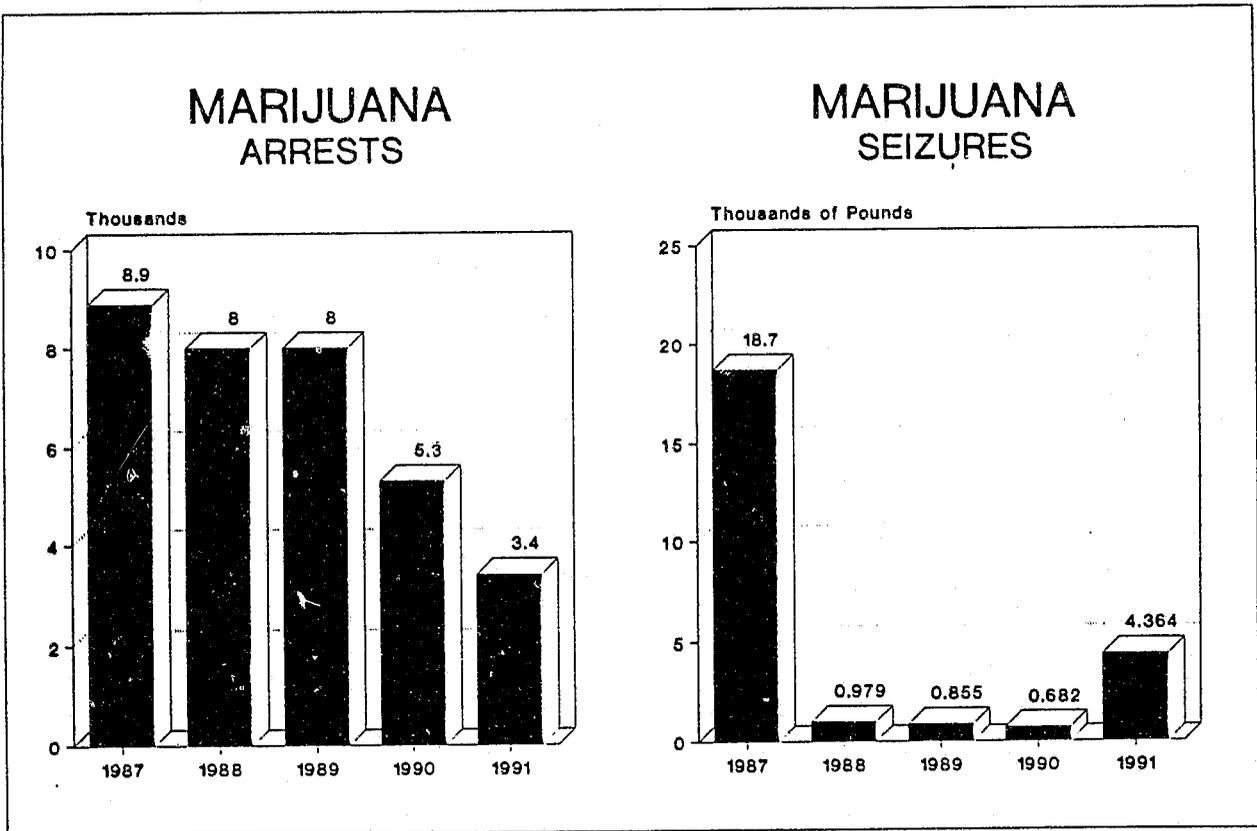
## Heroin

Both empirical and anecdotal evidence tell a mixed story of heroin use in New York City. According to the Drug Enforcement Administration, New York City is the most significant heroin importation point and major distribution center for Southeast Asian heroin entering the United States. Heroin's percentage representation among all drug arrests has shown a consistent year-to-year increase. Recent studies indicate that heroin purity is averaging over 50%. On the other hand, over the past several years available drug indicators do not reveal significant increases in New York's heroin use. Nevertheless, in comparison to other cities, New York is home to a disproportionate number of the Nation's heroin abusers which calls for sustained efforts to limit the drug's availability.



# Marijuana

Marijuana continues to retain its dubious stature as the most widely used illegal drug in America. Approximately 18% of the marijuana available for consumption in the United States is domestically grown. In New York City, the trafficking and use of marijuana continues to be a quality of life issue and its role as a gateway drug, popular among youth, demands continued vigilance to reduce its availability.



## Arrestee Drug Testing Study

The arrestee drug testing study in Manhattan Central Booking, sponsored by the National Institute of Justice and conducted by the Narcotic and Drug Research Inc. (NDRI) was initiated in September 1986 as a follow up to a 1984 study. Each quarter, approximately 250 arrestees are tested on a voluntary basis for various drugs.

PERCENTAGE TESTING POSITIVE FOR LAST FIVE TESTING PERIODS					
<u>SUBSTANCE</u>	<u>7/90</u>	<u>10/90</u>	<u>1/91</u>	<u>4/91</u>	<u>7/91</u>
COCAINE	68	67	64	65	59
OPIATES	21	17	16	17	12
METHADONE	05	05	06	05	10
PCP	03	04	01	02	02
MARIJUANA	18	09	19	24	15
ANY DRUG	80	75	75	79	69
2+ DRUGS	31	25	29	30	24

# THE STRATEGY AND ITS COMPONENTS

## GOAL #1: RESTORE THE QUALITY OF LIFE IN OUR CITY BY SUPPRESSING STREET-LEVEL DRUG DEALING

One of the most important goals of the Drug Control Strategy is to restore the quality of life by suppressing street-level drug trafficking. By bringing law enforcement pressure upon street level drug dealers, we can assist in fortifying and mobilizing community opposition to drug dealing and drug use.

### Narcotics Districts

With the implementation of Community Policing into the Department's infrastructure, Narcotics Districts, in addition to being responsible for enforcement of drug related laws in each borough, are tasked with investigating drug-prone locations identified at Neighborhood Based Drug Control Strategy Meetings.

### Tactical Narcotics Teams (T.N.T.)

In conjunction with twenty-five city agencies, T.N.T. is an enforcement overlay utilizing concentrated drug enforcement tactics and community participation. Its aim is to provide immediate relief from severe drug trafficking conditions and during enforcement operations uses non-enforcement initiatives to revive neighborhoods.

### Operation C.L.E.A.N. (Community Local Enforcement Against Narcotics)

Operation C.L.E.A.N. is a pilot project in six Manhattan North Precincts. It combines the resources of the Organized Crime Control Bureau's Narcotics Division and the Patrol Services Bureau to bolster the involvement of the beat officer in solving localized drug problems.

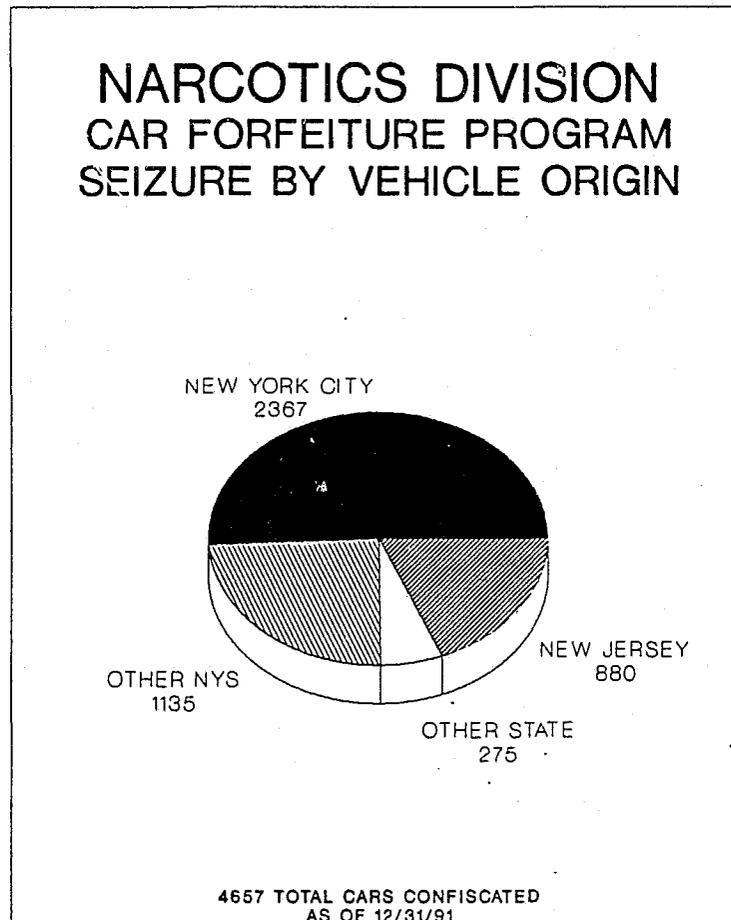
The Beat officers collect information during daily interactions with residents and through personal observation. The Neighborhood Based Drug Control Strategy Committee reviews this data and if the condition warrants the use of Operation C.L.E.A.N. tactics, designated members of the Narcotics Division and Patrol Services devise a tactical plan to address the problem.

### Civil Enforcement Initiative

The Civil Enforcement Initiative was developed to address quality of life concerns at the precinct level through a combination of law enforcement strategies and civil remedies. By working with various enforcement units throughout the Department, such as Patrol Services Bureau, the Organized Crime Control Bureau, and the Detective Bureau, the Civil Enforcement Unit of the Legal Bureau focuses on abating public nuisances identified by the community and precinct personnel. In a new pilot program, the Civil Enforcement Unit will commence nuisance abatement cases in the Bronx for one year.

### Car Forfeiture Program

In July of 1986, the NYCPD began its Customer Car Forfeiture Program, laying to rest the popular misconception that the demand for drugs is attributable solely to inner city addicts. The car forfeiture program is designed to deter drug customers who regularly travel into the city to purchase drugs for both their personal use or re-sale in their own communities. It also discourages recreational users from driving to drug prone areas to purchase drugs.



**Operation Padlock**

The Padlock Unit of the Legal Bureau works with investigators from the Organized Crime Control Bureau to target locations operating in violation of Local Law No. 42, the padlock law. This law enables the Police Department, after a hearing, to close a premise that is supporting illegal activities such as prostitution, controlled substances, marijuana, gambling, and unlawful sale and consumption of alcoholic beverages, and possession and dismantling of stolen vehicles.

**House/Apartment Forfeiture Program**

This program is designed to deter the use of residential premises for drug trafficking and used when intelligence supports this method as an effective way of reducing drug activity in residential areas.

**Drug Busters Program**

"Drug Busters" is a drug intelligence gathering program coordinated by the Office of the Deputy Commissioner of Community Affairs. The program provides an opportunity for community members to participate in the eradication of street level drug trafficking in their neighborhoods. Community Affairs personnel train members of the community in the observation and reporting of drug related intelligence.

**S.N.E.U.**

**(Street Narcotics Enforcement Units)**

This Patrol Services initiative is designed to combat local street drug conditions. Temporary uniformed Street Narcotics teams are formed and used in targeted areas.

**S.T.O.P.**

**(Shelter Tactical Operation Program)**

STOP is a state funded grant program aimed at reducing street crimes and deterring drug activity around designated shelters through the use of high visibility foot patrols, this program is operational in the 5, 9, 34, 42, 77, and 81 Precincts and expires on June 30, 1993.

**Youth Drug Eradication Program**

This state funded grant program is aimed at reducing street crimes and deterring drug activity in and around designated school playgrounds through the use of high visibility foot patrols. This program is operational in the 7, 25, 40, 72, 90, 103, and 102 precincts and expires on April 30, 1993.

**C.O.M.B.A.T.**

**(Coordinated Omnibus Municipality Based Anti-Drug Teams)**

This coordinated Police / Community initiative is also funded with state grants and is designed to reduce street crimes and deter drug activity in targeted areas through the use of uniformed police patrols. C.O.M.B.A.T. is operational in the 5, 7, 34, 48, 70, 105, and 120 Precincts. and expires on June 30, 1992.

**Prevent Narcotics Displacement**

This state funded grant program is designed to suppress drug trafficking and drug related crimes through the enhancement of Street Narcotics Enforcement Units (SNEU) teams. The program also prevents the displacement of drug related crimes to precincts adjacent to where Tactical Narcotics Teams (TNT) and SNEU units are operating. The enhancement of SNEU will be accomplished through the utilization of surveillance vans. The program is operational in the 9, 25, 34, 41, 43, 70, 75, and 83 Precincts and expires on February 14, 1993.

## **GOAL #2: PREVENT CHILDREN FROM EXPERIMENTING WITH DRUGS AND ENHANCE OVERALL DRUG AWARENESS**

### **Prevention**

A sad reality is that some of our City's children, children of every ethnic and socio-economic background, are being drawn into the world of drugs. Our most precious commodity - our children - are calling for help. We must respond.

The most vulnerable victims of drug use are the children of drug using parents. Therefore, the Narcotics Division, in an attempt to deter current and potential adult use of drugs, also provides Adult Education.

### **S.P.E.C.D.A.**

(School Program to Educate and Control Drug Abuse )

Through S.P.E.C.D.A., the Narcotics Division and the Office of the Deputy Commissioner of Community Affairs have a unique partnership with the Board of Education to provide positive role models, help students make sound decisions and bolster their confidence. The primary goal is to prevent drug experimentation. Long range benefits include stronger ties between the community and its police and enhanced understanding of the Department's role within society.

### **Demand Reduction through Adult Education**

The Narcotics Division provides a vital public service by conducting lectures on the dangers of drug abuse. These lectures are presented to corporations and interested community groups. This program continues to receive enthusiastic support and interest from a variety of audiences.

### **Raising Public Awareness**

Police play a crucial role in raising the public's awareness to drug abuse. In addition to being enforcers of the law, they are also educators of the public. It is essential that police capitalize on their unique opportunity to change perceptions and channel public energy. The power of government, religion, and business as well as the entertainment and communications industries are resources readily available in New York. Yet, the potential for full citizen involvement, in both public and private sectors, remains to be fully tapped.

### **Police and the Community Together (PACT)**

Acknowledging corporate participation as essential to any successful effort the Police Department has asked corporations, foundations, educational and community organizations to unite their efforts to stem the tide of drug abuse in New York.

In February of 1991, New York City's business leaders and Police Department joined forces through a program called PACT (Police And Community Together). PACT consists of four committees: Drug Free Workplace, Public Awareness, Education, and Energizing the Community.

PACT has the potential to mobilize communities into action and present a unified commitment toward a drug free New York.



### **Anonymous Controlled Substance Program**

This program is a Patrol Services Bureau initiative designed to assist parents/guardians in determining if a substance found, or suspected to be under the control of their children, is in fact a controlled substance. Persons utilizing this program remain anonymous and are not subjected to criminal charges or investigation unless it is evident the program is being used to circumvent the law.

## **GOAL #3: REDUCE VIOLENCE ASSOCIATED WITH DRUG TRAFFICKING AND PREVENT THE EMERGENCE OF ORGANIZED CRIMINAL GROUPS**

Because illegal drug trafficking is such a highly profitable enterprise, drug dealers arm themselves with the latest in hi-tech weaponry to protect their ill-gotten profits. These weapons, indiscriminately used, have resulted in the deaths of innocent bystanders, some involving children. In an effort to curb this wanton violence and reduce the number of illegal firearms on our streets the Narcotics Division participates in joint initiatives with the Bureau of Alcohol, Tobacco, and Firearms, the United States Attorney's Office, and the U.S. Customs Service.

The level of violence associated with drug trafficking, coupled with New York City's importance as a corridor for smuggling drugs into the United States were the major reasons for its designation as one of the Nation's five High Intensity Drug Trafficking Areas (HIDTA's) in 1990.

### **High Intensity Drug Trafficking Area (H.I.D.T.A.) Task Force**

Pursuant to a grant from the Office of National Drug Control Policy (ONDCP), the H.I.D.T.A. Task Force was formed in July of 1991. The Task Force, staffed by members of the New York City Police Department, Drug Enforcement Administration and the New York State Police, concentrate their efforts against violent Asian, Colombian, and non-traditional drug trafficking organizations.

### **Major Case Units**

The Major Case Units, staffed by seasoned investigators, conduct investigations of upper-echelon drug traffickers through the cultivation of registered confidential informants and development of tactical intelligence.

### **Drug Enforcement Task Force (D.E.T.F.)**

A tripartite organization comprised of NYCPD Detectives, Drug Enforcement Administration Agents, and New York State Police Troopers which investigates top echelon drug traffickers. The D.E.T.F. is considered by many as the most successful joint anti-drug program in the nation.

### **Operation Achilles**

In August of 1990, a cooperative effort between the NYCPD, the Bureau of Alcohol, Tobacco and Firearms and the Bronx Narcotics District was launched. Operation Achilles targets persons arrested for felony drug offenses involving a firearm for enhanced prosecution under federal statutes.

### **Operation Southbound**

In an effort to intercept large amounts of drug profits in the form of U.S. currency being smuggled out of the United States, the NYCPD and the U.S. Customs Service participate in joint operations at New York City airports. Although the emphasis of the program is to stem the flow of illegal exports of currency, added benefits have been realized in the form of intelligence leading to money laundering and drug trafficking investigations.

Currency seized during Southbound operations is divided among federal, state, and local enforcement agencies under the Federal Asset Forfeiture Program.

### **Money Laundering Unit**

The Money Laundering Unit, a sub-unit of the Organized Crime Investigation Division (OCID) was conceived in 1990. The unit works in cooperation with the U.S. Customs Service. During 1991, this unit participated in approximately twenty four undercover operations which resulted in seizures totaling over \$5.3 million in U.S. currency, as well as 714 kilos of cocaine.

### **Freighter Intelligence Surveillance Team (F.I.S.T.)**

F.I.S.T., initiated in September of 1989, is yet another example of a cooperative effort between NYCPD and the U.S. Customs Service. Based upon intelligence provided by Customs, freighters believed to be smuggling large drug shipments into New York ports are intercepted and searched by Customs and Narcotics Division N.I.T.R.O. investigators.

### **Joint F.B.I./ N.Y.C.P.D. Task Forces**

The Organized Crime Investigation Division has, among the seven task forces with the F.B.I., four Joint Organized Crime Task Forces. These task forces focus on high level drug investigations, specifically into the activities of the following groups: Asian Heroin importers, South American cocaine traffickers, and drug importation and distribution of drugs by non-traditional organized crime groups.

## **GOAL #4: CONTROL CRIME COMMITTED BY RECIDIVIST DRUG OFFENDERS**

### **Narcotics Investigative Tracking of Recidivist Offenders (N.I.T.R.O.)**

The NITRO Unit coordinates, develops, maintains and disseminates narcotics intelligence both within the Department and in exchange with other law enforcement agencies. NITRO's strategic value is being realized in terms of the targeting capability it furnishes as well as the development of information sources. The program is designed to focus prioritized enforcement effort of participating criminal justice agencies on career felony drug offenders identified by the New York City Police Department. Agencies participating include the Federal Bureau of Investigation, United States Customs Service, Drug Enforcement Administration, Immigration and Naturalization Service, Bureau of Alcohol, Tobacco, and Firearms, Internal Revenue Service, and twelve other federal, state, and local government agencies.

### **Expanded Use of N.I.T.R.O. Data Base**

In 1991-92, the role of NITRO personnel was expanded to include attendance at Neighborhood and Borough Drug Strategy Meetings. NITRO personnel make every effort to assist the beat officers. On December 6, 1991, a pilot project was initiated in each Narcotics Borough whereby Precinct Beat Officers are afforded the opportunity to identify at least one drug trafficking individual or group within their patrol area to be targeted for enhanced enforcement.

## **GOAL #5: ENSURE THE SAFETY AND INTEGRITY OF POLICE**

There is no question that drug enforcement is inherently hazardous work. The most effective way to reduce the possibility of citizen and police injury is training.

All newly assigned officers to the Organized Crime Control Bureau's (OCCB) Narcotics Division receive an introductory drug enforcement course. The course content centers on the procedural and tactical aspects of drug enforcement. Undercover officers receive specialized training in addition to the introductory course.

In January 1990, pursuant to Section 1005 of the federal Anti-Drug Abuse Act, the Director of the Office of National Drug Control Policy (ONDCP) designated New York, Miami, Houston, Los Angeles, and the Southwest Border as High Intensity Drug Trafficking Areas (HIDTAs). HIDTAs were selected as those areas which are considered to be the source of much of the Nation's drug supply. The goal of the HIDTA program is take concerted action in these five designated areas to identify and dismantle drug trafficking organizations, thereby alleviating the drug problem throughout the nation.

### **High Intensity Drug Trafficking Area Regional Training Center**

There are over two hundred agencies participating in the NY HIDTA program. The NYCPD's Narcotics Division is the largest municipal drug enforcement unit in the United States. The sheer number of agencies working in the NY HIDTA area demands cooperation to ensure safety and efficiency. Unified training was one of the methods identified to satisfy these demands - hence the NY HIDTA Regional Training Center (RTC) was born.

The NY HIDTA RTC is the only law enforcement training center comprised of law enforcement officers from all three levels of government: local, state, and federal. The curriculum consists of five days of intensified classroom and "hands on" tactical training. The curriculum is specifically tailored to address trafficking trends and patterns of the sophisticated, and often violent, drug underworld.

The training program not only develops a more uniform approach toward tactical situations, it also enhances a "working together" strategy among agencies participating in NY HIDTA. This sharing of strategic and operational knowledge has increased the esprit de corps among law enforcement personnel in the greater metropolitan area.

### **Integrity**

Drug enforcement is probably the policing function most prone to corruption. One of the touchstones of the Department is not only singular responsibility for personal integrity, but the additional responsibility of actively assisting in the identification of any member who may be engaged in corrupt practices.

The Department's emphasis on values and its organizational commitment to integrity is a critical element in the defense against corruption. Conducting regular reviews of integrity programs, the reaffirmance of Department Values and stressing the importance of adhering to a strict code of conduct are just a few of the methods employed to reduce the department's vulnerability in this sensitive area.

Enforcement models are designed to ensure citizen and officer safety - and a system of checks and balances is built in to maintain the favorable integrity climate achieved in the last two decades.

### **Module Concept**

The investigative module, or team, typically consists of one sergeant, five investigators and two undercover officers working together in the field. The module concept is used in the Narcotics Division and all other units in the Organized Crime Control Bureau. The short span of supervisory control, inherent to the module concept, reduces the opportunity for corruption, promotes quality investigations and safety, and ensures supervisory accountability. In structuring drug enforcement operations in this manner, we have, to some extent, sacrificed personnel costs to underwrite integrity maintenance and safety.

### **Employee Drug Testing - Dole Testing**

Given the "modern" attitudes toward drug use, the sheer volume of enforcement activities in which investigators participate, and human frailties, no one can guarantee that breaches of integrity will never occur. Nevertheless, the importance of maintaining the highest standard of integrity cannot be overstated.

Among the many control mechanisms put in place to preserve a favorable integrity climate are the pre-appointment and random drug testing programs. In addition to random drug testing in which all police officers must participate, the Organized Crime Control Bureau requires all applicants to submit to a pre-assignment drug test. Upon assignment all investigators are also subject to the random drug testing program. Illegal drug abuse is not tolerated by the Department. Employees found using illegal drugs will be dismissed.

**Field Associate Program**

All candidates for assignment to the Organized Crime Control Bureau are interviewed by senior supervisors and a field intelligence officer from the Field Control Division. The field intelligence officer is responsible for developing a cadre of field associates. A field associate is a regularly assigned member of O.C.C.B. Their mission, in addition to their regular duties is to alert the Field Control Division to any evidence of misconduct in their field unit. Because each candidate for assignment to O.C.C.B. is given an opportunity to participate, the program is effective in preventing corruption in that it imbues an aura of omnipresence. Participation in the program is strictly voluntary.

**Integrity Training**

The Commanding Officer of the Field Control Division conducts a training class for all newly assigned members of the O.C.C.B. and members of the Patrol Services Bureau who participate in drug enforcement programs. This training program emphasizes the Department Values, our commitment to maintaining the highest levels of integrity, and related policies.

## CONCLUSION

The New York City Police Department's approach to drug enforcement has changed dramatically over the past several years. From the Narcotics District as the lone command responsible for the seemingly impossible task of addressing all levels of the drug problem, we have evolved a concept of utilizing all our resources to target its different aspects. Effective drug enforcement impacts many other areas of police responsibility. Properly focused and carefully directed initiatives operating in recognition of citizen concern and functioning in tandem with community energy have the potential to stabilize and improve community life, reduce crime, and foster a sense of community security and confidence.

In spite of the difficulties encountered in our mission, we, the police, must view our role in the community not only as enforcers of the law but as guardians of the public trust. Accountability is an intrinsic part of the Community Policing philosophy, however, it does not preclude innovative thinking nor does it inhibit mid-course alterations in pursuit of solving the problems our city faces. Implementing community-driven strategies that emphasize crime prevention as opposed to after-the-fact apprehension can only serve to enhance our relationships with those we serve. Problem solving works!

The Drug Control Strategy is not intended to be static. Rather, the strategy is to be used as a living document that synthesizes community input, law enforcement expertise, and other governmental resources that assist in the management of identified problems.

The strategy in place provides opportunity for the New York City Police Department to establish, in public perception as well as in fact, that something can and is being done to ensure New Yorkers a safe and peaceful existence - to fulfill government's mandate to provide domestic tranquility.

# ACKNOWLEDGEMENTS

## Federal Government

Office of National Drug Control Policy  
Drug Enforcement Administration  
Federal Bureau of Investigation  
United States Customs Service  
United States Bureau of Alcohol, Tobacco, and Firearms  
United States Department of Justice  
United States Attorney's Office  
United States Immigration and Naturalization Service  
United States Internal Revenue Service

## State Government

New York State Police  
New York State Division of Substance Abuse  
New York State Special Narcotics Prosecutor's Office

## New York City Police Department

Police Commissioner's Office of Management Analysis and Planning  
Office of Deputy Commissioner Community Affairs  
Office of Deputy Commissioner Legal Matters  
Office of Chief of Department  
Detective Bureau  
Patrol Services Bureau  
Organized Crime Control Bureau  
Support Services Bureau - Printing Section

## Private Sector

Members of the Police And Community Together (PACT) Committees  
Narcotic and Drug Research Inc.

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