

# THE POLICE COMMISSIONER'S REPORT

JANUARY 2016

THE NEW YORK CITY POLICE DEPARTMENT



## TABLE OF CONTENTS

4	LETTER FROM THE MAYOR	22	INFORMATION TECHNOLOGY BUREAU	40	HOUSING BUREAU	58	RISK MANAGEMENT BUREAU
6	LETTER FROM THE POLICE COMMISSIONER	26	VIOLENCE-REDUCTION TASK FORCES	42	DETECTIVE BUREAU	60	PERSONNEL BUREAU / STAFFING
10	NEIGHBORHOOD POLICING PLAN	28	COLLABORATIVE POLICING	44	ORGANIZED CRIME CONTROL BUREAU	62	PERSONNEL BUREAU / REFORM AND RECRUITMENT
14	COMPSTAT	30	CRITICAL RESPONSE COMMAND	46	TRANSPORTATION BUREAU	64	CIVILIAN MEMBERS
16	TRAINING BUREAU	32	STRATEGIC RESPONSE GROUP	48	FIELD INTELLIGENCE OFFICERS	66	FACILITIES
20	COMMUNITY PARTNER PROGRAM	34	COMMUNITY AFFAIRS BUREAU / YOUTH PROGRAMS	50	GRAND LARCENY DIVISION	68	CARS & EQUIPMENT
		36	COMMUNITY AFFAIRS BUREAU / SCHOOL SAFETY DIVISION	52	ADMINISTRATION	70	STRATEGIC COMMUNICATIONS
		38	TRANSIT BUREAU	54	USE-OF-FORCE POLICY	72	2014 / 2015 STATISTICAL ROUNDUP
				56	DISCIPLINE	76	NYPD HISTORICAL TIMELINE





LETTER FROM  
MAYOR BILL DE BLASIO

I appointed Bill Bratton to be New York City Police Commissioner in January 2014, and, two years later, this report—about the sweeping changes in the NYPD—underscores my reasons for doing so. When I chose him, Commissioner Bratton already owned a reputation as a highly successful crime fighter who had driven down crime in New York and Los Angeles and overseen the development of CompStat, the premiere police management and crime-fighting tool of the past two decades.

But for me, his crime-fighting credentials were only one qualification. What impresses me most about Bill Bratton is his commitment to revolutionizing and improving law enforcement in this country and his proven skill at rallying large organizations to a reform agenda.

Together, we wanted to strengthen the NYPD in how it interacts with the community and serves people in neighborhoods across the city. We also wanted to make the NYPD a better place to work, do more to develop and nurture its personnel, and support its officers with the best equipment, tactics, and training.

During our discussions, I was struck by how often we saw eye to eye. I soon knew that this was the leader who could operationalize and actualize the kinds of reforms New York City needed.

As we have worked together in the years since, our reform momentum has been relentless—an innovative neighborhood patrol plan; a range of targeted and strategic crime fighting initiatives; the complete transformation of recruit and in-service training; the remaking and renewal of the

Department's technological infrastructure; new use-of-force policies and procedures; a more efficient and fairer internal discipline system; 1,300 new officers; new technological assets for officers in the field like smartphones and tablets; a strengthened counterterrorism strategy; and a wide array of other reforms, large and small.

Unless it was Bill Bratton's first term as NYPD Commissioner in 1994 and 1995, I doubt there has been another time in the Department's history when so many positive changes and initiatives were under way.

It's really a testimony to the extraordinary depth of talent and the organizational resilience of the New York City Police Department. Chief of Department James O'Neill, who has been in the thick of the reform effort, puts it simply. Although the NYPD has done a remarkable job of cutting and controlling crime, further progress—both with the community and against crime—is possible, but will require “a new way of doing business.” When an organization that has been so successful can still embrace a process of major change, it speaks volumes about its greatness and its potential for further accomplishment.

The police department that is emerging from this reform process will be better equipped, better trained, better motivated, better organized, better led, and more highly focused than its predecessors. The impact will be felt throughout the city in lower crime rates, greater citizen and officer satisfaction, and a deep and lasting alliance between the NYPD and the people of the City of New York.





LETTER FROM  
POLICE COMMISSIONER WILLIAM BRATTON

Over the past two years, with the critical help of Mayor Bill de Blasio, the New York City Police Department has been engaged in a wide-ranging agenda of change. I view what we are trying to do in New York today as the culmination of nearly 50 years in the policing profession, and an opportunity to put all that I have learned to work in a city I love and have long considered my home.

We spent much of 2014 in a reengineering process that helped to define the goals and reforms that we wanted to achieve. Hundreds of Department members worked in dozens of teams to generate more than 800 recommendations. In 2015, we began to implement those recommendations in earnest. Today's NYPD is on the road to becoming a very different organization than it was just two years ago.

In the reform process, we did not want to lose any of the qualities that make the NYPD one of the great police agencies in the world: the crime-fighting capabilities that have driven serious crime to record lows, the logistical and organizational talents to manage hundreds of events each year without mishap, the counterterrorism expertise that has protected a great city from violent attack, and the extraordinarily diverse organization where every race and ethnic group is represented and more than 85 languages are spoken. Rather, we sought to draw on all those strengths as we worked for needed improvements and change. It's been a guiding principal in my long career as a police manager: even the great can get better.

Our work took place in the context of a heated national debate about policing and the abuse of police power. While NYPD officers have a record of exceptional restraint in the use of force generally, and especially in the use of firearms, it was

also apparent that community/police relations were frayed in many minority neighborhoods across the city. Our challenge was to develop the patrol models, the training models, and the methodology for working with neighborhoods to not only bridge the gap, but close it.

We also learned that many of our own police officers felt alienated from the Department, mostly because of a slow-moving and overly punitive discipline process that left them feeling at risk. The challenge was therefore two-fold: win back the trust of our officers and their enthusiasm for engaging with the complex policing task, while guiding their engagement in ways that would also win the trust and support of minority neighborhoods—and indeed of every neighborhood.

We call the core of our program the Neighborhood Policing Plan. It is described in detail in this publication. I will only say here that the plan is staffed and organized to do a much better job of closing the police/community divide without sacrificing, and while actually enhancing, the NYPD's crime-fighting capabilities. We are supporting the plan with an array of reforms and innovations in focused investigations, training, technology, discipline, and many other areas. Mayor de Blasio has been with us every step of the way with critical political, staffing, and funding support.

As you peruse this report, I think you will see that all of our initiatives are grounded in a comprehensive plan to prepare our Department for the challenges of the new century. The NYPD, which has led the way in municipal crime fighting and counterterrorism in the past two decades, is at the cutting edge again, designing and building tomorrow's police department today.

**William J. Bratton**  
Police Commissioner

**Benjamin B. Tucker**  
First Deputy Commissioner

**James P. O'Neill**  
Chief of Department

**Kevin P. Ward**  
Chief of Staff

**Edna D. Wells Handy**  
Counsel to Police Commissioner

**John J. Miller**  
Intelligence & Counterterrorism

**Dermot F. Shea**  
Operations

**Stephen P. Davis**  
Public Information

**Vincent Grippo**  
Management & Budget

**Jessica S. Tisch**  
Information Technology

**Lawrence Byrne**  
Legal Matters

**Joseph J. Reznick**  
Internal Affairs

**Rosemarie Maldonado**  
Trials

**Kevin S. Richardson**  
Department Advocate

**Neldra M. Zeigler**  
Equal Employment Opportunity

**Susan Herman**  
Collaborative Policing

**Cathleen S. Perez**  
Administration

**Zachary Tumin**  
Strategic Initiatives

**William Andrews**  
Strategic Communications

**Robert S. Martinez**  
Support Services

**John Beirne**  
Labor Relations

**Thomas P. Galati**  
Chief of Intelligence

**James R. Waters**  
Chief of Counterterrorism

**Joanne Jaffe**  
Chief of Community Affairs

**Carlos Gomez**  
Chief of Patrol

**William T. Morris**  
Chief of Manhattan South

**Joseph Fox**  
Chief of Transit

**James A. Secreto**  
Chief of Housing

**Thomas M. Chan**  
Chief of Transportation

**Robert K. Boyce**  
Chief of Detectives

**Thomas P. Purtell**  
Chief of Organized Crime Control

**Raymond Spinella**  
Chief of Personnel

**Eli D. Kleinman, MD, MPH**  
Supervising Chief Surgeon





## NEIGHBORHOOD POLICING PLAN

FOR YEARS WE ASKED AND EXPECTED PATROL OFFICERS TO CONNECT BETTER WITH COMMUNITY RESIDENTS, BUT WE HAVE NEVER GIVEN THEM THE TIME TO DO IT. IN THE BUSIER PRECINCTS, THEY RUN FROM CALL TO CALL TO CALL, AND NEVER HAVE A CHANCE TO GET TO KNOW PEOPLE IN A NON-ENFORCEMENT CONTEXT. WHEN YOU ARE PUSHING A RADIO CAR TO 20 CALLS A SHIFT, YOU'RE NOT CONNECTING WITH ANYONE. TO REALLY CHANGE THE POLICE AND COMMUNITY RELATIONSHIP, WE HAD TO CHANGE THE WAY WE DO BUSINESS. WE HAD TO CHANGE THE BASIC PATROL MODEL.

CHIEF OF DEPARTMENT JAMES O'NEILL

# A NEW COP IN TOWN

### THE NYPD TRANSFORMS POLICE PATROL FOR GREATER COMMUNITY CONNECTION AND MORE EFFECTIVE CRIME FIGHTING

Perhaps the biggest change in NYPD patrol practice since the advent of the radio car, the new Neighborhood Policing Plan is the pivotal element in the Department's current reform efforts. The plan is a re-invention of the police patrol function, which in most police departments—the NYPD included—has devolved into answering calls for service and little else. In NYPD precincts, about half of the police personnel have been devoted to answering calls while the other half handle specialty functions, including community outreach, problem solving, and correcting conditions. The model has alienated the patrol cops, who are answering the calls, from the neighborhoods and the people who live there.

The Neighborhood Policing Plan seeks to restore the patrol officer to the role of problem solver and community guardian, who knows the neighborhood and works closely with residents. The plan works at the sector level, the subdivisions within precincts. It decreases the number of sectors in a precinct—from often more than ten sectors, which were rarely fully staffed in past practice—to four or five sectors closely aligned with genuine neighborhood boundaries. It assigns the same officers to the same sectors on the same tours, helping the cops to know the neighborhood and the neighborhood to know the cops.

The Neighborhood Policing Plan staffs patrol with enough personnel that each sector officer has the latitude to answer calls, solve problems, and work with the neighborhood, keeping engaged with local residents and local issues. In addition to sector officers, the plan assigns two neighborhood-coordinating officers (NCOs) in each sector to work closely with community members, to identify problems, to develop intelligence about crime, and to broker and lead problem-solving and crime-fighting efforts.







TO MAKE THIS WORK—TO REALLY CLOSE THE POLICE/COMMUNITY GAP—THE PATROL OFFICERS THEMSELVES MUST BE AT THE HEART OF THE PLAN. THE KEY TO THIS PLAN IS THAT THE PATROL OFFICER, THE COMMUNITY OFFICER, THE PROBLEM-SOLVING OFFICER, AND THE CRIME-FIGHTING OFFICER ARE ALL THE SAME PERSON. POLICE COMMISSIONER BRATTON

“The NCOs are part patrol officer, part community officer, part detective, and part intelligence officer,” said Assistant Chief Terry Monahan, who worked closely on the design of the new model. “They are a critical part of the plan, but so are the sector officers. This doesn’t work without the sector cops.”

To ensure that sector officers have enough “off-radio” time to work at problem solving and community contact, the plan provides a cadre of response officers, who work precinct-wide and are available to pick up calls for service when sector officers are engaged in problem-solving projects in a given sector.

“Previously, community members had little influence on police operations in their sectors, but now NCOs are actively seeking community assistance in identifying problems, setting priorities, and guiding local police action,” said Chief of Patrol Carlos Gomez.

Improved community contact is delivering a level of detailed intelligence about local crime and criminals that is largely unprecedented. In addition to their contacts on the street, NCOs and the sector officers use a computer application called IdeaScale. Overseen by Deputy Commissioner of Strategic Initiatives Zach Tumin, IdeaScale allows the NCOs to gauge community opinion about neighborhood issues and prioritize which need immediate attention.

“When I became an NCO in Sector Adam, all crime north of 179th Street and east of Broadway quickly became very personal to me, and I started handling things a little differently,” said Detective Specialist Thomas Troppman, who serves as an NCO in the 34th Precinct in northern Manhattan. “I’m not sure if my arrest numbers have risen since the start of the program, but I’m certain that I’m arresting the specific criminals who are committing the specific crimes that are plaguing my little piece of Manhattan. We’re making it extremely difficult for them to continue trampling over the other 99 percent of the community: the hard working, law-abiding citizens of Washington Heights. I know I’m getting the right perpetrators because my community is leading me to them through phone calls, emails, and the on-the-street conversations. That gives me a fulfilling sense of purpose.”

Introduced as a pilot program in May 2015 in the 33rd and 34th precincts in northern Manhattan and the 100th and 101st precincts in Rockaway, Queens, the Neighborhood Policing Plan has been expanded to 20 precincts citywide. In autumn 2015, the plan was expanded to the 32nd Precinct in northern Manhattan; the 113th Precinct in eastern Queens; the 47th Precinct in the northern Bronx; the 67th and the 73rd precincts in central Brooklyn; and Housing Bureau police service areas 2, 6, and 8. By January, it was up and running in the 120th Precinct on Staten Island; the 40th and 44th precincts in the Bronx; the 75th, 77th, and 81st precincts in Brooklyn; and Housing Bureau police service areas 3 and 7. By July 2016, the Neighborhood Policing Plan will be established in 30 precincts, including all of the 15 highest-crime precincts in the city.

## COMPSTAT

TODAY'S COMPSTAT IS A PRECISION INSTRUMENT. WE HOME IN ON PLACES AND PEOPLE—ON THE PLACES WHERE THE VIOLENCE IS HAPPENING AND THE PEOPLE WHO ARE CAUSING IT. WE ARE ALWAYS ASKING OURSELVES 'WHAT CAN WE DO?'—WITH PATROL ALLOCATIONS, WITH DETECTIVE WORK, WITH NARCOTICS INVESTIGATIONS, AND WITH LOCAL PROBLEM SOLVING—TO STEM THE VIOLENCE AND KEEP COMMUNITIES SAFE.

CHIEF OF DEPARTMENT JAMES O'NEILL

THIS IS ABOUT CONTINUOUS IMPROVEMENT. WE HAVE GREAT COPS WHO DO GREAT WORK, BUT WE CAN ALWAYS GET BETTER. WHETHER BY MANAGING THE STREETS WITH PATROL PRESENCE, DEVELOPING INFORMANTS WHO HELP SOLVE A CASE, USING ANOTHER PIECE OF POLICING TECHNOLOGY LIKE LICENSE PLATE READERS OR SHOTSPOTTER, OR TRACKING STOLEN PROPERTY TO LEAD US TO A THIEF, WE CAN ALWAYS GET BETTER. COMPSTAT IS A WAY TO DO THAT.

DEPUTY COMMISSIONER OF OPERATIONS DERMOT SHEA

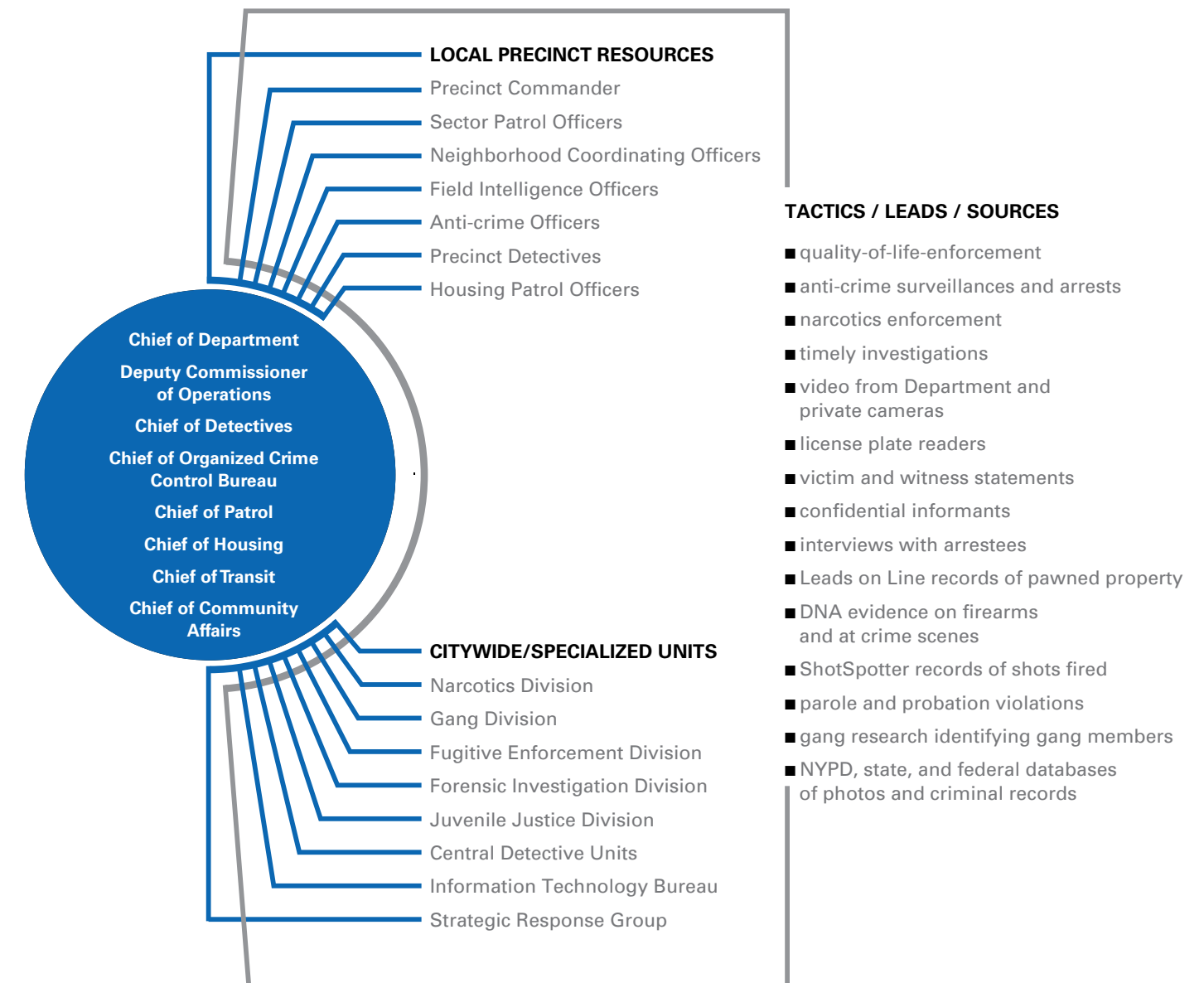
### THE COMPSTAT PROCESS TARGETS CRIME WITH PRECISE ANALYSIS AND RELENTLESS FOLLOW-UP

CompStat has been at the very heart of how the NYPD polices New York City for more than 20 years. It is a command accountability system that focuses and motivates the full range of police enforcement efforts among patrol, investigative, and specialty units. First established in April 1994, CompStat was instrumental in driving down overall index crime by more than 50 percent and homicides by nearly 68 percent by 1999. It is also a primary reason why New York City has sustained further crime declines ever since, achieving the lowest overall crime rate among the 25 largest cities in the United States.

Each week, CompStat brings a different borough command to police headquarters for intensive analysis and strategy sessions. The sessions cover everything from increases in shootings and violence, to rises in robberies and property crime, to the pursuit of wanted felons, to how to use Department technology more effectively, to the investigation of outstanding cases of all kinds. Run by Chief of Department James O'Neill and Deputy Commissioner of Operations Dermot Shea, the sessions bring the top NYPD enforcement managers into direct communication with the precinct commanders, the detective squad commanders, and the other unit heads who manage day-to-day operations in each precinct. Supported by electronic mapping and other data-display technology, the CompStat sessions are the central forum for ensuring the coordination and focusing of NYPD enforcement resources on the problems that matter most and the crimes that pose the greatest danger.

# COMPSTAT PROCESS

The CompStat forum manages the complex process of fighting crime and serves to coordinate the efforts within a precinct with the resources of the NYPD's citywide and specialized units. With every case—whether it's a surge in shootings or a rash of robberies—CompStat seeks the optimal use of the NYPD's resources to attack and control the problem. The members the CompStat executive panel communicate directly with the precinct commands and the specialized units to ensure that all appropriate tactics have been employed, every lead has been followed, and all sources of intelligence and evidence have been consulted.





TO SUPPORT OUR OTHER INITIATIVES AND ESPECIALLY THE NEIGHBORHOOD POLICING PLAN, IT WAS IMPERATIVE THAT WE REDIRECT AND REINVIGORATE OUR ENTIRE TRAINING EFFORT. IN SOME CASES WE HAD TO GO BACK TO BASICS, AND IN SOME CASES WE HAD TO BREAK NEW GROUND, BUT IN EVERY CASE WE HAD TO RETHINK WHAT WE WERE DOING TO PRODUCE THE KIND OF POLICE OFFICER AND THE KIND OF POLICE DEPARTMENT WE WANT. POLICE COMMISSIONER BRATTON

# A SCHOOL FOR THE STREETS

## SCENARIO-BASED TRAINING BUILDS AND RENEWS POLICE OFFICER SKILLS

Training in the NYPD had lost its focus. The recruit curriculum at the Police Academy was regarded as unimaginative, rote, and too tied to the classroom. Once graduated, new officers were not being field trained in any meaningful way. They were usually assigned to high-crime impact zones, where they engaged in numbers-driven enforcement and stop activity, with little emphasis on developing the essential and fundamental aspects of the police officer's role, including answering calls for service, aiding injured people, managing traffic accidents, or simple non-adversarial contacts with the public.

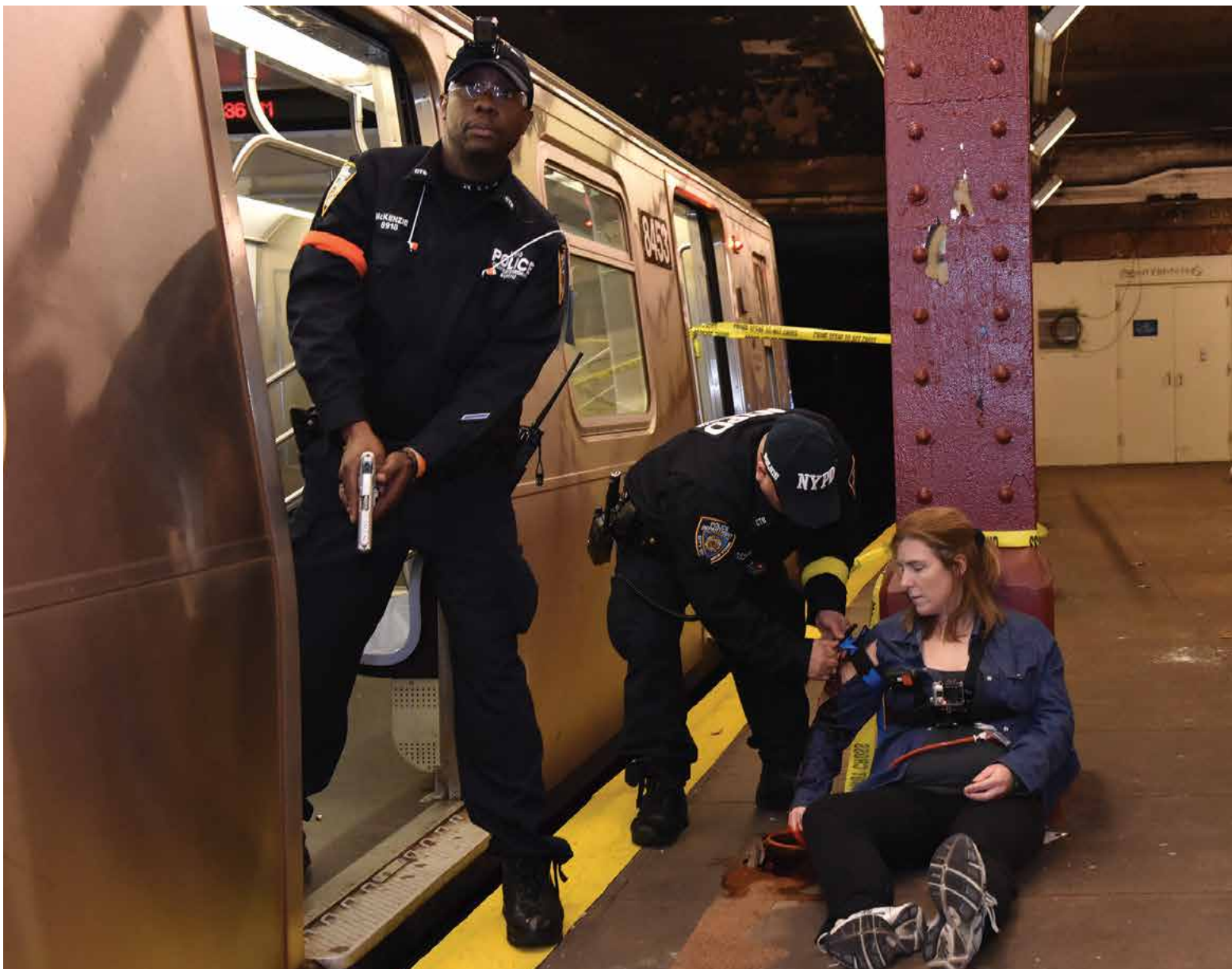
As for veteran officers, it had been years since they had received reinforcement of their tactical skills or broader training in managing their day-to-day interactions with the public, ranging from basic calls for service to gaining compliance from people being taken into custody. The de Blasio administration and the NYPD are investing heavily in a stronger recruit curriculum at the Academy, in field training for recent Academy graduates, and in recurring annual training for veteran officers in managing enforcement encounters.

The NYPD's new Police Academy in College Point, Queens, is playing a pivotal role. Brought into service in January 2015, it's a school for the streets, a state-of-the-art facility that encompasses a variety of mock environments suited to scenario training, including a simulated tactical village with storefronts, vehicles, bank windows, and even a subway car. The academy is supporting a major shift in NYPD recruit and in-service training, away from predominantly classroom instruction to a more hands-on, scenario-based training model. Recruits and veteran officers are regularly receiving reality-based skills training to prepare them for the complexities of policing a highly dense urban environment.

The NYPD is scaling back on impact zone enforcement and has gone into full field-training mode for recruit officers. For twelve days during their Academy training they are given assignments in the field, where they get a controlled taste of police work. They then return to the Academy to debrief and continue their training. Upon graduation, they are assigned to a true field-training unit.







THE CORE RECRUIT TRAINING CURRICULUM HAD NOT BEEN REVIEWED OR UPDATED IN MORE THAN A DECADE, AND THE OLD POLICE ACADEMY ON 20TH STREET IN MANHATTAN WASN'T THE MOST EFFECTIVE LEARNING ENVIRONMENT. WITH OUR SCENARIO-BASED TRAINING, WE ARE LOOKING TO DEVELOP POLICE OFFICERS WITH EXCELLENT CONFLICT COMMUNICATION SKILLS, WHO ARE COMMITTED TO FAIRNESS AND LEGITIMACY AND WHO PRACTICE TECHNIQUES THAT REDUCE UNNECESSARY FORCE.

ASSISTANT CHIEF THERESA SHORTELL, COMMANDING OFFICER OF THE POLICE ACADEMY



“The impact zones were a disservice to our police officers,” said First Deputy Commissioner Benjamin B. Tucker, who, in his previous job as Deputy Commissioner of Training, helped shape the NYPD’s new training agenda. “Assigning our probationary police officers, just out of the Academy, to impact zones increased their isolation and undercut their effectiveness as full-service police officers who can engage and work with neighborhood leaders and residents.”

All Police Academy graduates are now assigned to precincts where they patrol with seasoned, veteran field training officers (FTOs) who expose them to the full range of police functions and mentor them in developing the interpersonal skills that are the soul of police work. Each FTO works with two rookie officers, and each rookie officer does two months of day tours, two months of evening tours, and two months of night shifts with different FTOs. To enhance the field training program, the Community Partner Program has identified nearly 800 community volunteers to work with precincts and especially with the Academy graduates, introducing them to neighborhood leaders, merchants, ministers and church congregations, young people, and other residents.

“Field Training is a much better process for the development and maturation of young police officers,” said Inspector Richard Dee, the executive officer of the NYPD Police Academy. “The FTOs take a real interest and responsibility for showing these young cops the ropes—this is a program that will pay off tenfold in a couple of years.”

NYPD’s new training for veteran officers seeks to engender a more service-oriented mindset and to give officers the tactical tools to de-escalate tense situations while using the least amount of force necessary to gain control of physical confrontations. In three days of training conducted in 2015, more than 20,000 NYPD personnel, including officers, sergeants, and lieutenants, worked to improve their interaction skills with the public, especially in confrontation and arrest situations. The training built on a foundation of personal development and sought to equip NYPD officers with the mental toughness and verbal tactics to maintain courtesy and respect in the most strenuous situations. They were schooled in crisis and conflict management, controlling adrenaline and unnecessary force, understanding ego and abuse of authority, physical control techniques, and related legal issues. More than 80 percent of the officers taking the three-day course found it useful and relevant, and the Department’s remaining 15,000 police personnel will soon also receive the training. In 2016 and beyond, the NYPD will provide five days of recurring annual training: two days on firearms and three days covering de-escalation strategies, intervention skills, and changes in the law and police procedures, as well as ways to positively interact and collaborate with community members.

“We ask these cops to intervene in situations that most people would flee,” said Commissioner Bratton. “We owe them training of the first order.”





# FINDING COMMON GROUND ON LOCAL GROUND

## COPS AND THE COMMUNITY SHARE RESPONSIBILITY FOR NEIGHBORHOOD SAFETY

THE PARTNERSHIP PROGRAM  
ALLOWS ORDINARY, COMMUNITY-  
BASED PEOPLE LIKE ME TO  
TAKE AN ACTIVE PART IN HOW  
OUR COMMUNITY IS POLICED.  
OUR VOICES ARE HEARD AND  
OUR PRESENCE IS NOTED AND  
APPRECIATED ON BOTH SIDES.  
CITIZENS HAVE SOMEONE WHO  
THEY CAN REACH OUT TO WITH  
THEIR ISSUES AND CONCERNS  
ABOUT POLICE PRACTICES, AND  
THE DEPARTMENT HAS PEOPLE  
THEY CAN TALK WITH WHO ARE  
THE PULSE OF THE COMMUNITY.

*THE REV. DR. J. LOREN RUSSELL, PRESIDENT  
OF THE JLR COMPANY, FOUNDER OF BACK IN  
STRIDE AGAIN MINISTRIES, AND A CURRENT  
NYPD CLERGY LIAISON*

Having enlisted nearly 800 community volunteers since its launch in July 2014, the Community Partner Program is a key component in the NYPD's ongoing efforts to close the police/community divide, especially in the city's minority neighborhoods. Begun as a way to introduce recent Police Academy graduates to the communities they will be policing, the program is becoming much more. Now, neighborhood coordinating officers and sector officers, working under the Neighborhood Policing Plan, collaborate with community partners on the nuts and bolts of policing their neighborhoods.

The program has greatly increased positive contacts between patrol officers and community leaders and residents. It provides a day-to-day forum for both police and the community to dispel preconceived notions while simultaneously forging and maintaining healthy relationships.

"An innovative approach to fighting crime and engaging community residents, the Community Partner Program is changing the face of the Police Department," said New York City Councilmember Vanessa Gibson, who chairs the council's Public Safety Committee. "Officers build relationships with clergy, tenant leaders, community leaders, and business owners upon common goals and priorities. NYPD officers and community partners work together as change agents to ensure public safety for all New Yorkers."

For new graduates from the Police Academy, working with community partners has been a natural progression from their academy training. By helping the new officers find their feet in unfamiliar neighborhoods and introducing them to the community they will serve and its key leaders, the program helps ensure officer safety. It also improves officers' situational awareness and bolsters their knowledge of their respective neighborhoods' unique crime conditions.

As cops across the city work with community members more closely and completely, the NYPD is building trust, forging long-term relationships, connecting with young people, and empowering neighborhood residents to play an active role in reducing crime, fear, and disorder.



# CONNECTING WITH TOMORROW

## THE NYPD ENTERS THE DIGITAL AGE

Today's NYPD is undergoing transformative technological change. In 2015, it became the most technologically advanced police department in the United States, with more progress to come in 2016.

### The work includes:

- The wholesale replacement of the Department's tech infrastructure, including connecting all facilities with fiber optic cable, construction of two new modern data centers with far greater capacity and security, and replacement of all desktop computers.
- Distribution of smartphones to all 35,000 officers and assignment of tablets to 2,000 patrol vehicles, a program known as the NYPD Mobility Platform.
- Implementation of such leading-edge policing technology as body cameras, ShotSpotter, GPS, and crime-pattern-recognition software.
- A new suite of NYPD applications, all built with the same basic architecture and all designed for ease of use and compatibility.

"We're building a high bandwidth, redundant network that will provide high-speed data access to every NYPD facility," said Deputy Commissioner Jessica Tisch, who directs the NYPD Information Technology Bureau (ITB). "This will be the third-largest network in New York City, and the largest not owned by telephone companies."

More than 30 NYPD commands have already joined the network, and ITB is adding new commands at the rate of two per week. Of critical importance, the network can transmit live video footage, giving every precinct access to surveillance cameras that historically have only been monitored from headquarters.

The NYPD is spending more than \$50 million to construct two entirely new data centers with entirely new equipment. When these projects are complete, the NYPD will have full redundancy and back-up in both the data centers and the network for the first time, meaning that any failure of part of the system will have no effect on operations. Additional storage space has already made it possible to issue individual email addresses to every member of the Department.

As the centers come online, the Department will be leveraging modern methods for storing data in the cloud while still meeting all federal standards for data and system security.

"This represents a sea change in the law-enforcement approach to data center provisioning," said Commissioner Tisch. "Securing data in the center, on the network, and in the cloud."





## TECHNOLOGY



The more traditional police communication methods, radio and telephone, are also being completely renewed. As a new call and dispatch center, known as PSAC II, goes online in summer 2016, the NYPD is replacing the entirety of its radio infrastructure, swapping out end-of-life equipment for modern technology. The work includes the long-overdue transition of the Transit Bureau radio system from VHF to UHF, used by the rest of the NYPD and other first responders in the city.

The Department is shifting to a new Voice-Over-IP telephone system, replacing a 30-year-old copper-based hardware system. To be completed in the next two years, the project will also replace every landline phone and have the added benefit of supplying the Department with more phone numbers for distribution to units throughout the city.

By February 2016, every officer will be equipped with a smartphone, and more than 2,000 police vehicles will be equipped with tablets. The project, called the NYPD Mobility Platform, was funded and expedited with forfeiture funds provided by Mayor de Blasio and Manhattan District Attorney Cyrus Vance. The new devices represent an exponential advance in the NYPD's capacity to move data to and from officers on patrol. The phones were distributed first to the precincts that are implementing the Neighborhood Policing Plan. They are viewed as a key tool for both neighborhood coordinating officers and sector officers as they manage their sectors and engage with residents.

"The Mobility Platform is a game changer," said Commissioner Bratton. "It will fundamentally change and permanently improve all field work in the New York City Police Department."

ITB has a raft of other projects under way, including the design of a suite of applications for both mobile and desktop, all of which have the same underlying architecture and the same feel and look for the user. These will replace the Department's current unwieldy collection of legacy software.

ITB has digitized the CompStat report used to help guide the CompStat strategy sessions, allowing NYPD personnel throughout the Department to apply analytic tools to the underlying data to chart, map, and graph crime patterns. A version of CompStat 2.0, as the new digitized report is called, will also be made available to the public on the NYPD website in early 2016.

As of January 2016, the Department's Automatic Vehicle Locator system is up and running in more than 5,000 vehicles, providing enormous advantages in managing patrol and ensuring officer safety. ITB is also managing ShotSpotter technology that can identify and report gunshots, and body-camera technology that can record enforcement encounters between police and the public.

The list goes on: video-conferencing systems, crime-pattern-recognition software, and a digital detail management system. ITB has also developed an enterprise-training platform that can produce course catalogues, schedules, and transcripts, and also host training videos, providing more training instruction to more people on their own schedules.

ITB is also rebuilding the NYPD Intranet, or internal website, with a SharePoint system, to provide NYPD personnel with easy access to applications and information in a welcoming and navigable digital environment.



### 911

Real-time 911 data, often faster than radio dispatch. See the full report prepared by the call taker, as well as a history of previous 911 calls at the location, any shots fired in the area, and wanted individuals associated with the address.

### CRIME INFORMATION CENTER

Check warrants, wanted persons, missing persons, and all Crime Stoppers data.

### MESSAGING

Send blast emails to specified audiences, including the entire Department, all members of any given command, and all phones within a given area.

### SEARCH

Run names, license plates, phone numbers, locations, etc. Access to the entire NYPD and NYSPIIN database.

### FORMS

Prepare and transmit injury/illness reports, automobile accident reports, use of force reports, complaint reports, arrest paperwork, and more—all in the field.

### VIDEO

View training materials and other Department videos, such as internal message videos and NYPDnews features.





## VIOLENCE-REDUCTION TASK FORCES

THE VIOLENCE-REDUCTION TASK FORCES ARE THE EPITOME OF WHAT WE MEAN BY PRECISION POLICING AND FOCUSED INVESTIGATIONS. THESE ARE VERY TARGETED INVESTIGATIONS OF VERY VIOLENT PEOPLE. A SMALL NUMBER OF PEOPLE ARE CAUSING MOST OF THE VIOLENCE IN OUR NEIGHBORHOODS, AND THESE TASK FORCES REMOVE THEM FROM THE CITY STREETS IN THE MOST EFFICIENT AND EFFECTIVE WAY.

POLICE COMMISSIONER BRATTON



### LOCAL TEAMS TAKE DOWN LOCAL GANGS

In the past year and a half, the NYPD has recast its approach to investigating violent gangs and crews, establishing local violence reduction task forces in areas plagued by gang violence. Deputy Chief James Essig heads up the effort for the Detective Bureau, functioning as the NYPD's itinerant crime fighter who assembles teams of local precinct detectives and patrol officers, gang detectives, narcotics officers, Juvenile Justice Division investigators, and officers with other specialty skills. The idea is to meld specialty investigative skills with local knowledge and expertise.

Past investigative practice often gained little traction against violent groups. Local precincts didn't have the resources for longer-term investigations, and the specialty units didn't know the ground and the players the way the local cops did. Working together in teams, the task force officers swiftly identify the ten to 15 most violent members in target groups and organize comprehensive investigations of their past and current crimes.

The task forces draw evidence from every available source: cellphone traces to establish a suspect's whereabouts on the night of a given crime; forensic evidence to tie suspects to guns used in shootings; electronic surveillance and recordings of calls from Rikers Island in which incarcerated suspects sometimes boast about their crimes; and Facebook, where suspects also celebrate their criminal prowess. The task forces are opening old shooting cases and bringing new evidence to bear, and they are working closely with the county district attorneys' offices to make the cases stick.

The task force model was first used in 2014 against a gang known as the G Stone Crips, or GS9, in the 67th and 69th precincts in Brooklyn. The model scored another success in Rockaway, Queens in the 100th and 101st precincts against a group called the 70 Gs. In both cases shootings have plummeted in the relevant precincts since the task force takedowns.

The itinerant crime fighter, Chief Essig, now has new task forces up and running in Queens South, Brooklyn South, Brooklyn North, and the Bronx.

"The evidence is like the pieces to a puzzle," said Chief Essig. "When the whole puzzle is presented, the court can see the larger pattern of violence, and our targets are facing significant jail time. In the cases we've taken down, everybody is still in jail. Nobody walked."

Starting January 2016, Chief Essig will head a new Gun Violence Suppression Division that will incorporate the Violence Reduction Task Forces, a gun trafficking unit, a gun enhancement unit to assist local detective squads in enhancing gun arrests, and a prosecution unit to bring the strongest possible firearms cases to court.

### DNA SAMPLES

Used to tie suspects to guns used in shootings

### WIRE TAPS & RECORDINGS

Monitoring of calls from Rikers Island in which incarcerated suspects sometimes boast about their crimes

### CELL PHONE

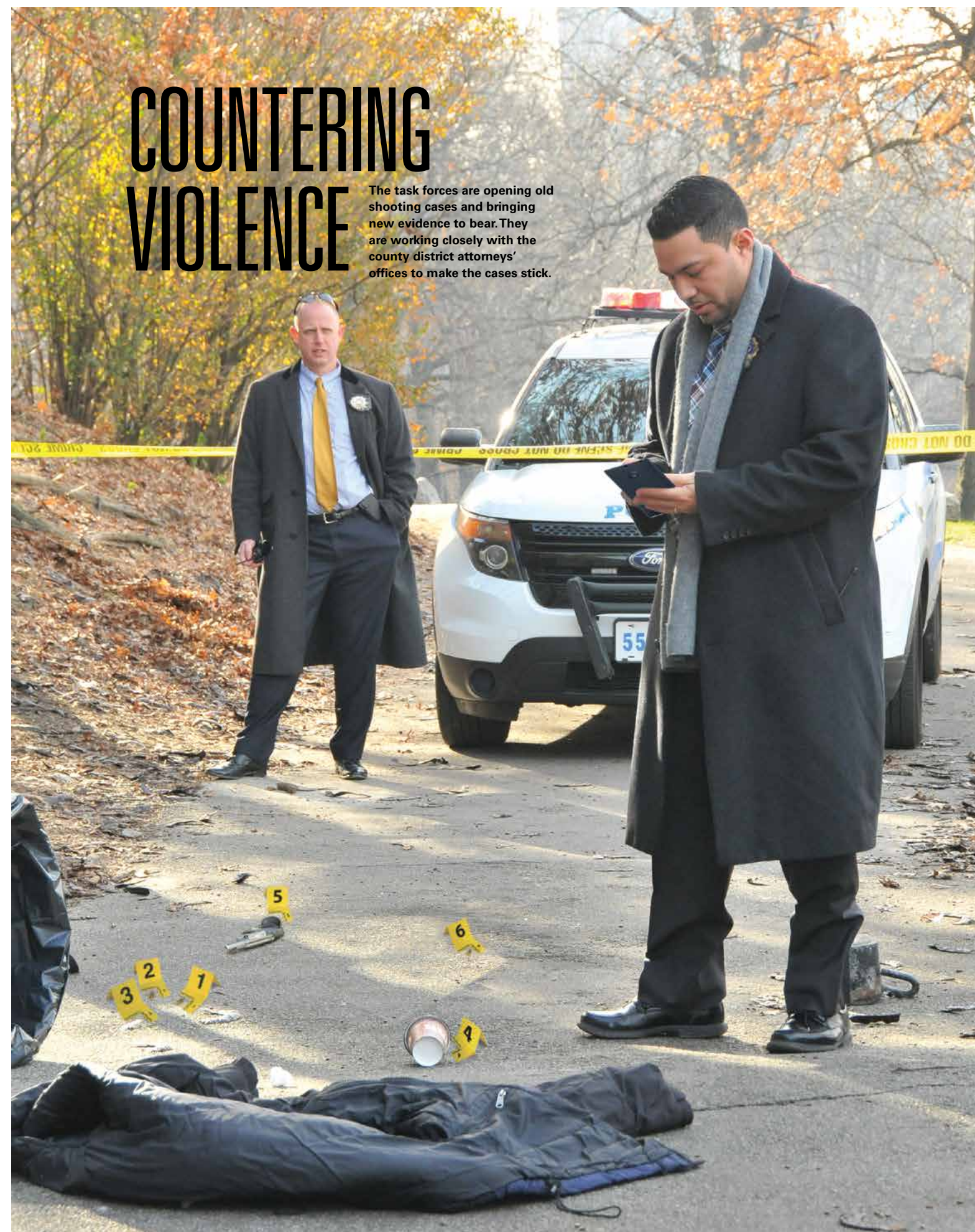
Traced to establish a suspect's whereabouts on the night of a given crime

### FACEBOOK

Used by suspects to celebrate their criminal prowess

# COUNTERING VIOLENCE

The task forces are opening old shooting cases and bringing new evidence to bear. They are working closely with the county district attorneys' offices to make the cases stick.





# COLLABORATING FOR PUBLIC SAFETY

## THE NYPD WORKS WITH MANY PARTNERS TOWARD A SAFE AND FAIR CITY

An entirely new entity at the NYPD, the Office of Collaborative Policing focuses on partnering with other city agencies, non-profits, community-based organizations, the faith community, and other stakeholders on a wide variety of public-safety initiatives. Today's NYPD views public safety as both a shared responsibility and a shared opportunity.

"We are identifying needs and problems and then building the partnerships to make real progress toward solutions," said Susan Herman, the Deputy Commissioner of Collaborative Policing. "In the past two years our work has focused on three areas: increasing access to police services, expanding non-enforcement options where possible and appropriate, and developing more focused and strategic uses of enforcement when enforcement is necessary."



## LANGUAGES

The Department has significantly expanded the number of officers certified to interpret foreign languages and is providing interpretation of hundreds of languages over the phone through a service called Language Line, the use of which has increased fivefold.

## PROJECT RESET

An alternative to enforcement, Project Reset—in collaboration with the Manhattan and Brooklyn District Attorneys and the Harlem and Brownsville Community Justice Centers—diverts 16- and 17-year-olds who have committed minor crimes to youth courts. If they complete their proscribed programs they can emerge without criminal records.

## HOMELESS

Another program teams police officers with social workers in joint patrols to guide subway homeless and emotionally disturbed people, who previously might have been arrested for minor offenses, to detox programs, housing, and other services instead.

## VICTIM ADVOCATES

Over the next three years, the NYPD is adding two victim advocates, one for domestic-violence victims and one for all other victims, to each of the 77 precincts and nine Housing Bureau police service areas. These advocates will provide supportive counseling, help people navigate the criminal justice system, inform victims about resources, including victim compensation, and work with victims to develop personal safety plans. This effort will be the largest and the most comprehensive victim services program in the country.

## CRISIS INTERVENTION

Collaborative Policing helped design the NYPD's Crisis Intervention Team (CIT) training, which teaches cops about how to approach and gain voluntary compliance from emotionally distressed people and substance abusers. CIT is scheduled to be given to 5,500 police officers in the next year.

## CEASEFIRE

A leading-edge effort to reach out to and deter young men caught in the orbit of gun violence, Ceasefire—now in place in 12 precincts in Brooklyn—is a collaboration among ten criminal justice agencies, seven service providers, and local community activists. Ceasefire identifies and communicates directly with gang and crew members, telling them that the violence must stop, offering assistance to those who want to change, and pledging intensive enforcement against those who continue the violence. The initiative recognizes that most gun violence is committed by a small percentage of people in gangs and crews.

## ACCESSIBILITY

Working with Access-A-Ride and our own Emergency Service Unit, the NYPD can now arrange transportation for physically challenged victims of crime or subjects of medical emergencies, as well as for their motorized wheelchairs and scooters.



## CRITICAL RESPONSE COMMAND

OUR FIRST OBLIGATION, OUR FIRST RESPONSE, IS TO TRY, BY THE SPEED OF OUR ACTIONS, TO SAVE AS MANY LIVES AS POSSIBLE. WE MUST DIMINISH THE THREAT, WHICH MEANS TAKING THEM OUT BEFORE THEY KILL OTHERS.

POLICE COMMISSIONER BRATTON

IF WE WERE CONFRONTED BY THE SAME SITUATION THEY FACED IN PARIS, WITH MULTIPLE SHOOTERS AT MULTIPLE LOCATIONS, WE WILL HAVE A LARGE, SWIFT, PROPERLY TRAINED AND EQUIPPED RESPONSE. WE WILL HAVE HUNDREDS OF OFFICERS WITH ADVANCED BODY ARMOR, SPECIAL WEAPONS, AND, MORE IMPORTANTLY, TRAINING.

DEPUTY COMMISSIONER OF INTELLIGENCE AND COUNTERTERRORISM JOHN MILLER

# READY FOR THE WORST

## A COUNTERTERRORISM TEAM TRAINED AND EQUIPPED FOR ANY EVENTUALITY

The Critical Response Command (CRC) is a team of dedicated, trained counterterrorism officers ready to respond to terrorist and active-shooter attacks.

The hotel attacks in Mumbai, the Charlie Hebdo attack in Paris, the more recent Parisian attacks at multiple locations, and the attack in San Bernardino starkly revealed the terrorists' remorseless intent to kill as many innocents as possible and to battle responding police officers with heavy weapons.

For many years, in a provisional arrangement instituted after the 9-11 attacks, the NYPD's counterterror teams were drawn daily from the 77 precincts, with each command contributing a car and two officers. This arrangement depleted precinct resources each day without providing a team that was truly equipped and trained to counter a concerted attack, especially one at multiple locations. With the CRC, the NYPD has established a permanent cadre of 527 hand-selected, well-trained, and well-equipped personnel to respond swiftly, with sufficient expertise and force, to the most highly organized and heavily armed attacks.

The CRC team has been trained in the full range of counterterrorism expertise, including active-shooter protocols, special weapons and long guns, explosive trace detection, radiological and nuclear awareness, and biological and chemical weapons awareness, as well as the skills to detect an impending attack and to read the faces and body language of possible attackers.

"We chose officers for CRC in an exacting and exhaustive process," said James Waters, Chief of the NYPD Counterterrorism Bureau. "They have received the gold standard in training, which will continue on a recurring basis. This is a team that will be ready."





# MOBILIZING IN MOMENTS

## RAPID RESPONSE—ANYWHERE, FOR ANYTHING

The NYPD established the Strategic Response Group (SRG) in May 2015, consolidating eight separate patrol borough task forces into a single unified command. Now part of the Patrol Bureau's Special Operations Division, SRG comprises more than 650 uniformed personnel operating in five individual SRG commands that are assigned to each of the city's five geographic boroughs.

In recent years, the former borough task forces had been too sparsely staffed to effectively perform their multiple missions of mobilizations, disorder control, and crime suppression. Often underequipped and undertrained, the bureau task forces had difficulty managing mobilizations and mass-arrest situations and suffered from steady attrition as officers transferred out to other assignments. Establishing a citywide unit was a clear solution.

SRG continuously trains all its members in advanced disorder control, advanced hazardous materials response, basic and tactical use of M4 rifles, Advanced Law Enforcement Rapid Response Training (A.L.E.R.T.), and active-shooter response. This specialized training gives the NYPD another layer of response capability to assist both the Critical Response Command and the Emergency Services Unit in the event of terrorist and active-shooter incidents. In these situations, SRG is specifically charged with establishing perimeters and rescue corridors and organizing rescue task forces of Fire Department and EMS personnel to safely evacuate injured victims.

SRG personnel staff a 24-hour communications center, dispatching daily requests for borough-based and citywide mobilizations. Mobilizations, on various scales, are called whenever there is a shooting, a bank robbery, a missing person, a demonstration, or other significant incident. Trained in crowd control and mass-arrest procedures, SRG personnel can also manage a major disturbance.

SRG units assist patrol personnel around the clock in daily crime-fighting operations, especially in precincts experiencing spikes in violent crime. Uniformed SRG units have effected hundreds of arrests, including many for felony offenses. SRG's enforcement efforts are targeted by real-time intelligence analyses from precinct commanders and field intelligence officers (FIOs) working in each precinct. SRG's 22-person plainclothes anti-crime team takes an even more targeted approach to violent crime, working areas that have been identified as gang, crew, and narcotics locations by the Chief of Patrol and precinct FIOs.

The SRG teams are also assigned to visit iconic locations to provide a reassuring visible presence for citizens and visitors. The teams have proven to be critical assets during such high-profile events as the Papal visit, U.S. Tennis Open, United Nations General Assembly, and Thanksgiving Day Parade.

SRG HAS PROVIDED A UNIFIED COMMAND WITH FOCUSED DEPLOYMENT AND GIVEN OUR OFFICERS SOME OF THE MOST ADVANCED TACTICAL TRAINING AVAILABLE, INCLUDING TWO DAYS OF EXERCISES AT THE OUTDOOR RANGE.

DEPUTY CHIEF STEPHEN HUGHES,  
COMMANDING OFFICER OF SRG





# CARING FOR KIDS IN THE COMMUNITY

WE WORK TO MAINTAIN  
OPEN LINES OF  
COMMUNICATION  
AND TO PROMOTE AN  
ATMOSPHERE OF PUBLIC  
COLLABORATION AND  
POLICE EFFECTIVENESS. WE  
HAVE A WIDE RANGE OF  
COMMUNITY OUTREACH  
PROGRAMS AND A VARIETY  
OF YOUTH-RELATED  
INITIATIVES THAT FOCUS  
ON THE CHALLENGES  
FACING YOUNG PEOPLE AS  
THEY MATURE AND STRIVE  
TO BECOME POSITIVE  
YOUNG ADULTS.

CHIEF OF COMMUNITY AFFAIRS  
JOANNE JAFFE

## THE COMMUNITY AFFAIRS BUREAU EXPANDS YOUTH INITIATIVES

The NYPD Community Affairs Bureau strives to develop strong relationships between cops and communities all across the city. Building connections with young people is especially important.

The Community Affairs Bureau's successful and popular Summer Youth Police Academy has been expanded from 11 to 15 sites, increasing the number of participants by 600 students. In summer 2015, 2,000 students attended the academy, which runs from the beginning of July through mid-August. The curriculum includes lectures, physical training, and field trips to promote leadership, self-discipline, respect, and personal responsibility.

The NYPD has also expanded its Juvenile Robbery Intervention Program (JRIP) to the neighborhoods of Astoria, Woodside, Jackson Heights, and Long Island City in the 114th Precinct. The program helps teens who have previously been arrested make positive choices and constructs strong personal relationships among police, youths, and their families. First established in 2007 in Brownsville, Brooklyn, JRIP utilizes a task-force approach, drawing on precinct and Housing Bureau resources, intelligence officers, and School Safety personnel. JRIP officers mentor at-risk youth to instill important life skills, steering them away from violence and criminal behavior.

"The message of JRIP is clear: from this day forward, the criminal behavior must stop," said Chief Jaffe. "JRIP officers partner with young people and provide them and their families with options, opportunities, and resources in education, employment, and access to social services."

In 2015, Community Affairs initiated Youth Leadership Councils (YLC) in every patrol borough, with each council comprising 25 to 30 youths. The councils engage and empower young people, allowing them to lend their voices to community concerns and to offer up their own solutions to issues important to them, all while developing positive relationships with police. Young people develop a sense of civic duty and build strong leadership skills through problem solving, conflict resolution, accessing resources, and networking.

Community Affairs also sponsors the Police Athletic League (PAL), New York City's largest independent not-for-profit youth development organization, which celebrated its 100th birthday in 2014. PAL operates Head Start day-care programs, after-school programs, evening programs for teens, citywide sports programs, play street programs, and adventure learning programs for more than 40,000 children and adolescents each year. A vibrant and vital New York City institution, PAL provides the city's young people with safe, structured programs and positive activities that improve their lives, help them grow, and offer the prospect of a brighter future.





# CARING FOR KIDS IN SCHOOL



## FACE-TO-FACE ENCOUNTERS HELP CLOSE THE POLICE/YOUTH DIVIDE

The School Safety Division (SSD) of the Community Affairs Bureau works in partnership with the Department of Education—and with principals, parents, and students—to provide a safe learning environment where students and faculty can enjoy the learning process free from hostility and disruption. SSD’s 4,750 school safety agents have helped achieve a 24 percent decrease in major crime within New York City public schools in the past four years. SSD works with other city agencies and advocacy groups as part of Mayor Bill de Blasio’s Leadership Team on School Climate. Emphasizing collaboration and shared responsibility, this initiative has significantly reduced the number of student arrests, summonses, and suspensions, while continuing to reduce crime.

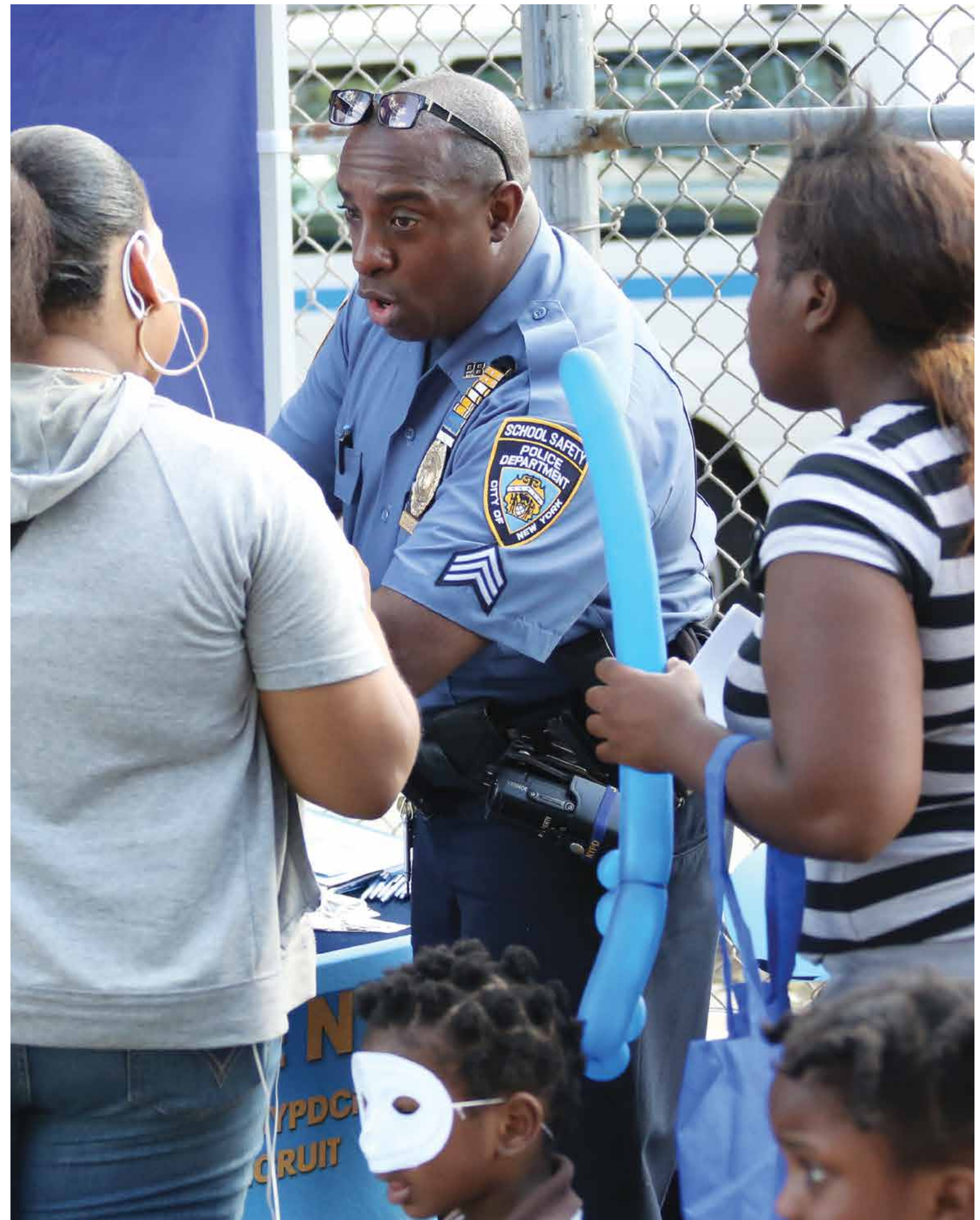
The SSD’s Community Outreach Unit has developed a number of programs to help young people deal with social/peer pressures that lead to drug and alcohol use, gangs, and bullying. The unit has worked closely with the Bronx High School for Law and Community Service and Principal Michael Barakat to design a curriculum that teaches students about the career opportunities in law enforcement, including NYPD units like Emergency Service, Crime Scene, Domestic Violence, Special Victims, and Recruitment. Students also experience SSD’s Active Shooter Drill.

“The Barakat Program has provided an opportunity for students and police officers to see each other as they really are,” said Assistant Chief Brian Conroy, Commanding Officer of SSD. “The students see what policing in New York City is all about and what it takes to pursue a career in law enforcement.”

The Community Outreach Unit is also mentoring students at Melrose Academy Alternative Learning Center and Bushwick High School. Mentoring includes field trips and weekly meetings between police officers and students, who engage in dialogue and view presentations like the anti-gun violence video “Voices from Within.” Another outreach program, My School Has Rhythm, educates high school students in techniques to reduce verbal and physical confrontation through drama-based learning, classroom lectures, and musical presentations. Held on four Brooklyn campuses in 2015, the program will be replicated on four Bronx campuses in 2016.

“Students are initially wary of working with police officers and school safety agents,” said Assistant Chief Conroy. “But they soon realize that the officers and agents are there to help them, and the relationships grow from there. The officers and agents develop a better understanding of the struggles students are experiencing in their lives away from school, leading to more positive interactions.”

Nearly 4,200 New York City young people participate in the NYPD’s Law Enforcement Explorers Program. The Explorers program teaches young people about police careers with hands-on activities that promote personal growth and teamwork. Young Explorers learn the importance of higher education, self-discipline, and respect for authority, while actively participating in community service projects and having lots of fun. The Explorers completed more than 13,000 community service hours in 2015.





# SAFE PASSAGE ON THE RAILS

OVER THE PAST YEAR, WE HAVE TAKEN STEPS TO RENEW OUR COMMITMENT TO COMBATING SEX CRIMES IN OUR SUBWAYS. THESE CRIMES TAKE A SERIOUS EMOTIONAL AND PHYSICAL TOLL ON VICTIMS—THE VAST MAJORITY OF WHOM ARE WOMEN. THE RESOLVE OF THE VICTIMS IN THESE CASES IS REMARKABLE, AND EACH VICTIM WHO COMES FORWARD SERVES TO EMPOWER OTHERS TO DO THE SAME. OUR GOAL IS TO ENSURE THAT WOMEN UNDERSTAND THAT A CROWDED TRAIN IS NEVER JUSTIFICATION FOR UNLAWFUL SEXUAL CONDUCT—THAT THEY CAN FEEL SECURE COMING FORWARD AND REPORTING THE CRIME.

TRANSIT BUREAU CHIEF JOSEPH FOX

## NEW TRANSIT INITIATIVES TARGET SUBWAY GROPERS AND HOMELESSNESS

The New York City subway system carries an average of 5.6 million passengers each weekday, and at current rates of crime, the chances of a rider becoming the victim of a major felony on any given day are scarcely more than one in a million. Last year, the Thomson Reuters Foundation ranked the New York City subway system as the safest in the world for women, but the NYPD Transit Bureau is determined to make it safer yet, especially by countering misdemeanor sex crimes like groping and indecent exposure that sometimes occur on trains and in stations.

The Transit Bureau has introduced a range of initiatives to combat sex crimes, including the Victim's Statement of Allegation, a hand-written form filled out by the victim immediately after the incident that expedites the process and documents the emotional and physical distress suffered in the victim's own words. Plainclothes officers, skilled in identifying the behaviors of sex offenders, conduct regular patrols of problematic locations and surveillance of known sex predators. The bureau has increased the number of female officers working in these details to serve as the first point of contact with sex-offense victims, helping restore peace of mind and a sense of security. It is collaborating closely with Hollaback!, a victims' advocacy group that focuses on public harassment.

The Transit Bureau is also taking steps to engage the subway system's homeless population. The bureau's Homeless Outreach Unit, now numbering about 70 police officers, conducts joint patrols with trained staff from the Bowery Residence Committee, which has increased its own participation in the subway effort to 90 social workers. The teams go into the system to assess people in immediate need of mental or physical healthcare, who should be removed, voluntarily or involuntarily, to hospitals for treatment. The outreach effort increased homeless shelter placement by about eight times in fiscal year 2015.

To supplement the work of the Homeless Outreach Unit, the bureau has assigned Homeless Outreach Teams of two officers in each Transit Bureau district, to engage homeless individuals, offer services, and correct any violations of the law.

"This district-level approach supports the capabilities of our Homeless Outreach Unit," said Chief Fox. "Officers in our districts know the area they patrol intimately and are very familiar with the individuals they encounter each day. The goal is to train and assign officers from each district to play an even more significant role in our outreach efforts."





# QUALITY OF HOME LIFE

THE PUBLIC HOUSING POPULATION IN NEW YORK IS A CITY IN ITSELF. AND WE POLICE IT LIKE ONE, WORKING IN CLOSE COORDINATION AND PARTNERSHIP WITH RESIDENT PATROLS, COMMUNITY GROUPS, AND DEVELOPMENT MANAGERS. A VERY BIG PART OF OUR WORK IS CONNECTING AND BUILDING ALLIANCES WITH THE RESIDENTS IN THE DEVELOPMENTS.

HOUSING BUREAU CHIEF  
JAMES SECRETO

## THE HOUSING BUREAU PATROLS A “CITY IN ITSELF”

The NYPD Housing Bureau is entrusted with the security of more than 2,500 buildings in 328 public housing developments, delivering police services to more than 400,000 residents, as well as the employees who work in the developments and guests who visit there.

The Housing Bureau conducts more than 100,000 interior patrols each year, with teams of officers walking hallways and staircases, examining rooftops and basements, and maintaining a significant police presence in the common areas of the developments.

“Interior patrol is something of a fine art,” said Housing Bureau Chief James Secreto, who grew up in public housing. “We want to keep strangers out of the buildings, control disorder, and prevent crime, but we also must be cognizant that the common areas in public housing are extensions of people’s homes. The vast majority of residents want the police presence, but they also deserve to be treated with respect and consideration.”

The housing developments have a higher incidence of violent crime than the city as a whole, and domestic violence incidents are one reason why. Domestic violence accounts for 30 percent of all index crime and 53 percent of all felony assaults in the housing developments. Housing Bureau domestic violence teams assigned to each of nine Police Service Areas (PSAs) work to prevent and respond to domestic violence incidents, revisiting the scenes of incidents and monitoring families that show a high propensity for future violence. Working with the Mayor’s Office to Combat Domestic Violence and several not-for-profits, Housing Bureau officers provide services, outreach, and counseling to victims and perpetrators alike.

“It’s important to provide counseling not only to the direct victims of domestic violence,” said Captain Howard Gottesman of the bureau’s Management Resource and Planning Section, “but also to perpetrators themselves—to prevent recidivism and break the cycle of violence—and to children who may have witnessed repeated domestic-violence incidents or arrests made in their homes.”

The Housing Bureau’s community outreach takes many forms, including a free six-week summer camp for 800 kids living in public housing, including field trips and free programming at Randalls Island in lacrosse, soccer, golf, and other activities. The Bureau hosted a citywide basketball tournament, in partnership with Co-Op Trade School, for housing residents aged 19 and under. Co-Op Trade School is a vocational program that offers students hands-on training in a variety of in-demand trade fields, including plumbing, electrical work, solar panel installation, and graphic design.

“Each command brought kids to the tournament, and we ended up signing over 60 kids into Co-Op Trade School, free of charge,” said Lt. Donzel Cleare of the Housing Bureau’s Community Affairs Unit.



# THE BUREAU



## THE BEST DETECTIVES IN THE WORLD REFINE THE ART OF INVESTIGATION

The NYPD Detective Bureau investigated more than 220,000 cases in 2015, but even with that full calendar and caseload, the bureau and Chief of Detectives Robert Boyce have been working at systematic institutional reforms to sharpen the focus and effectiveness of a great investigative institution.

A highly experienced investigator who understands the specialized art of building a criminal case, Chief Boyce has established weekly meetings with the detective-squad lieutenants from the NYPD's 77 precincts. In sharp contrast to past practice, when squad lieutenants were left largely without training and mentoring, these meetings are collegial seminars that delve into the fine points of the investigative art. Often case-by-case, Chief Boyce reviews investigative steps and missteps in recent cases, all with an eye toward building the professional competence of his cadre of detectives and supervisors.

"These investigators are possibly the most important crime-fighting resource we have," Chief Boyce said. "I think it's well worth the time to hone their skills and build their knowledge. I have something to teach them, but often they have something to teach me, too."

The bureau is revamping training in everything from murder and sex-crime investigations to fugitive apprehension and grand larceny. Working with the Information Technology Bureau, they have redesigned databases and computer systems for ease of access and use by busy detectives. The bureau has implemented a citywide video interrogation program for all major crimes, providing a video record of each interrogation and confession. Working closely with the ASPCA, the bureau established the Animal Cruelty Investigation Squad, the first of its kind in the city, to investigate all allegations of animal abuse.

The bureau runs two task forces with the Federal Bureau of Investigation: the New York Violent Crime Task Force, which focuses primarily on bank robberies, armored car robberies, and kidnapping; and the Metro Safe Streets Task Force, which does longer term investigations into a variety of crimes, including murders and robberies committed by violent street gangs, alien smuggling, and money laundering. The Violent Crime Task Force, which is the oldest joint operation of its kind in the country, had actually been disbanded. Revived in the past two years, it cracked a major armored-car robbery case in January 2016.

Like the NYPD's Violence Reduction Task Forces, the Metro Safe Streets Task Force provides another way of targeting the truly violent actors in New York City. Taking cases federal and sending offenders to often distant federal prisons has the added advantage of separating them from their gang contacts for the duration of their sentences.

With the New York City Police Foundation, the Detective Bureau sponsors and staffs the Crime Stoppers tip line that has helped solve hundreds of crimes in New York City. In the past two years, Crime Stoppers developed crucial leads in 34 murders, 22 rapes, 67 robberies, and 44 assaults. With the foundation's support, Crime Stoppers has increased rewards from \$2,000 to \$2,500, introduced a new Crime Stoppers van with video capability to promote the program, and rolled out a new promotional campaign with the slogan "Your City. Your Call." Crime Stoppers will be introducing a new website in 2016.





## ORGANIZED CRIME CONTROL BUREAU

# TARGETING DRUGS, GANGS, & GUNS



### THE ORGANIZED CRIME CONTROL BUREAU BATTLES THE DRIVERS OF VIOLENT CRIME

The Organized Crime Control Bureau (OCCB) encompasses most of the NYPD proactive investigative units, targeting narcotics, gang, gun, and vice activity across the city. OCCB Chief Thomas Purtell has recruited new talent to the bureau in the past several years and restocked it with better recording and surveillance equipment and better entry gear. He also improved promotional opportunities for undercover officers, who do some of the most dangerous work in the NYPD but often go unrecognized.

“New blood, new equipment, new opportunities—it’s all led to a reinvigorated OCCB,” said Chief Purtell.

OCCB’s Narcotics Division has sharpened its focus on higher value targets, arresting more than 1,200 gang members in 2015 and doubling the number—to nearly 400—of the arrestees facing the most serious drug-trafficking charges. The division has conducted numerous successful long-term investigations in every borough. Search warrants, vehicle seizures, and civil closures of premises used for drug trafficking are all up by about 20 percent or more. The division responded forcefully to a growing heroin problem in the city, enlisting the help of federal agencies to move in on large heroin distribution locations in the Bronx.

“We seized nearly 1,500 pounds of heroin in 2015, up 44 percent from 2014 and up more than 350 percent from 2011,” said Assistant Chief Brian McCarthy, who commands the Narcotics Division.

New York City gang operations have become more case-driven over the past several years, according to Deputy Chief Kevin Catalina, who commands OCCB’s Gang Division.

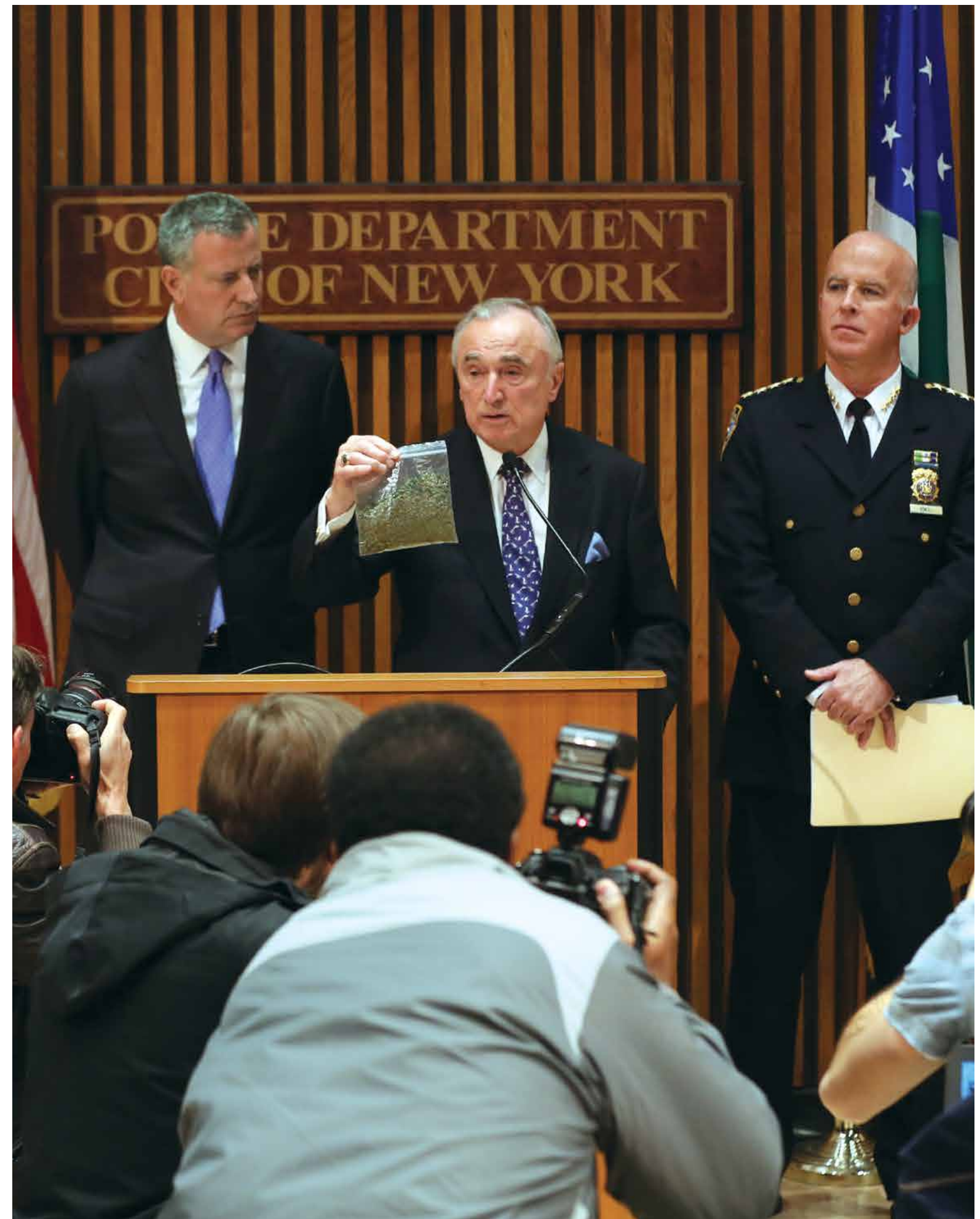
“We decided to go after the worst of the worst,” Deputy Chief Catalina said. “To use the intelligence we have gathered to figure out who they are and how to target them.”

As gang members and perpetrators have grown younger and younger, fewer of them are involved in drug trafficking, which had been the traditional avenue to arresting violent gang members. Now the gang division builds violence conspiracy cases, finding the evidence from social media, jailhouse calls, confidential informants, and other sources to lay out the pattern of past violent acts and tie the pattern to multiple gang members.

“The violence conspiracy case has been a game changer,” Deputy Chief Catalina said.

The Firearms Suppression Division battles the perpetual problem of gun trafficking in New York City, a market where an illegal gun purchased out of state for \$300 can fetch as much as \$800 on the city streets. Under a program called Triggerlock, the investigators have been able to increase federal prosecutions against gun traffickers by about 200 percent, leading to longer sentences, often in distant federal penitentiaries. The division builds meticulous cases not only against the street sellers, but against the out-of-state buyers who supply them, who can be extradited to New York if the case is strong enough.

“In about 25 percent of our arrests, the arrestee’s first trip to New York is a trip to Rikers Island,” said Captain Robert Van Houten, the commanding officer of the Firearms Investigations Unit.





# COLLABORATING FOR SAFER STREETS

THE FUNDAMENTAL MESSAGE OF VISION ZERO IS THAT DEATH AND INJURY ON CITY STREETS IS NOT ACCEPTABLE, AND THAT WE WILL NO LONGER REGARD SERIOUS CRASHES AS INEVITABLE. THESE TRAGEDIES HAPPEN TO PEOPLE WHO DRIVE AND BIKE, BUT OVERWHELMINGLY, THE DEADLY TOLL IS HIGHEST FOR PEDESTRIANS—ESPECIALLY OUR CHILDREN AND SENIORS.

MAYOR BILL DE BLASIO



## VISION ZERO CRACKS DOWN ON DANGEROUS DRIVING

Traffic-related fatalities dropped by 9 percent in 2015, thanks in part to the NYPD's role in Vision Zero, Mayor Bill de Blasio's comprehensive traffic safety initiative, which has now been in place for almost two years. The city saw a total of 231 traffic-related deaths in 2015, the lowest number since 1910, when traffic fatality statistics were first compiled.

Preventable deaths still occur. Being struck by a vehicle is the leading cause of injury-related death for children under 14 and the second leading cause for seniors.

"The NYPD is working to improve street safety in every neighborhood with the objective of ending driving-related deaths and injuries on our streets," said Chief of Transportation Thomas Chan. "Under Vision Zero, the NYPD is aggressively targeting drivers who speed, operate mobile devices, and fail to yield to pedestrians or to stop at red lights and stop signs."

In 2015 alone, NYPD officers issued more than one million moving violations, including more than 134,000 for speeding; nearly 40,000 for failure to yield; 55,000 for failure to stop on signal; 76,000 for improper turns; 84,000 for cell phone usage; and 165,000 for disobeying a sign.

The Department has made advanced speed-detection equipment, known as LIDAR guns, available to all precincts and trained additional personnel in the use of LIDAR. LIDAR guns allow a police officer to measure the speed of an individual vehicle within a stream of traffic. The Department has increased the Highway Unit, which patrols limited access highways, from 286 officers to 337 officers in the past two years.

The NYPD has had great success in reducing motorcycle-related fatalities and injuries. With hazardous pursuits of motorcyclists considered a risk to the public, the pursuing officers, and the motorcyclists themselves, the Department instead initiated a concerted effort to enforce registration and equipment violations against parked motorcycles. Motorcycle-related fatalities were down by 32 percent during the second year of Vision Zero.

The NYPD has also begun enforcing new right-of-way legislation, which holds drivers, who fail to yield to a pedestrian or bicyclist and cause an injury, accountable for criminal or civil penalties. Enforcement of this law will heighten driver awareness of pedestrians.

The NYPD is continuing to gather intelligence about times and locations that are most heavily associated with drunk driving to guide the deployment of both educational outreach and enforcement efforts targeting drunk drivers. The Department is also analyzing times and locations frequently travelled by senior citizens, because people over 65 suffer a disproportionate share of auto-related fatalities.

"The NYPD stands with its Vision Zero partners in the belief that fatalities are not inevitable, but preventable," said Chief Chan. "Through education, enforcement, and engineering changes to our roadways, we can save lives."





## FIELD INTELLIGENCE OFFICERS

POLICING HAS ALWAYS BEEN AN INFORMATION BUSINESS. THE MORE WE KNOW ABOUT OUR TARGETS, THE MORE FOCUSED AND SUCCESSFUL OUR ENFORCEMENT CAN BE. THE FIOS GATHER AND SHARE THE DETAILED KNOWLEDGE THAT ALLOWS US TO HOME IN ON VIOLENCE, GUNS, DRUGS, AND OTHER CRIMES.

CHIEF OF INTELLIGENCE THOMAS GALATI

### INTELLIGENCE OFFICERS IN EVERY PRECINCT DRIVE THE FIGHT AGAINST CRIME

Field intelligence officers (FIOs) assigned to each precinct play a key role in focusing and driving precinct crime-fighting efforts. They interview arrestees to gather intelligence about active criminals, shootings, guns, drugs, and other issues. They develop and execute search warrants based on what they learn from these debriefings, from confidential informants, and from community members. They build a detailed and comprehensive picture of each precinct's criminal population, crime problems, and primary violent actors. Using the specific information that they have developed, they have been extremely successful in taking guns off the street.

The FIO program began in 2001, with the idea of having trained intelligence officers develop fine-bore information about crime and criminals in each precinct. As intelligence officers, the FIOs have dual-reporting responsibilities both to the precinct commander and to the centralized NYPD Intelligence Bureau, where they are officially assigned. They are charged with maintaining the Recidivist Tracking Reporting Database, which provides a comprehensive snapshot of every previous perpetrator, including his vulnerabilities to arrest, parole violation, or other sanctions.

Under the leadership of Deputy Commissioner of Intelligence and Counterterrorism John Miller, the FIO program has taken a quantum leap, with a concerted effort to make a good program better. In select high-crime precincts, each precinct FIO has been reinforced with as many as six assistant FIOs who have greatly increased productivity in both intelligence gathering and enforcement actions. The NYPD has also beefed up the FIO presence in the subway, where arrests for fare evasion and other lesser crimes often net criminals with violent records who can sometimes be persuaded to provide information about crime and criminals. FIOs are actively involved in executing warrants, seizing guns, and, perhaps most important, talking to arrestees to develop the next piece of actionable intelligence.

"The quick flip is my bread and butter," said Sergeant Damon Martin, the FIO in the 75th Precinct, one of the select commands that has been assigned six assistant FIOs. "This is all about relentless debriefings and signing up confidential informants. My guys are constantly going down in the cells to question arrestees about shootings, drugs, and index crime."

His team manages 23 confidential informants and seized 58 guns in 2015.

Citywide, FIOs seized 998 guns, more than were recovered in the course of 694,000 stops at the height of "stop and frisk" in 2011.

"I use every tool, exhaust every effort in getting that gun off the street," Sgt. Martin said.

SEARCH WARRANTS 2014 | 2015

1,336 1,449

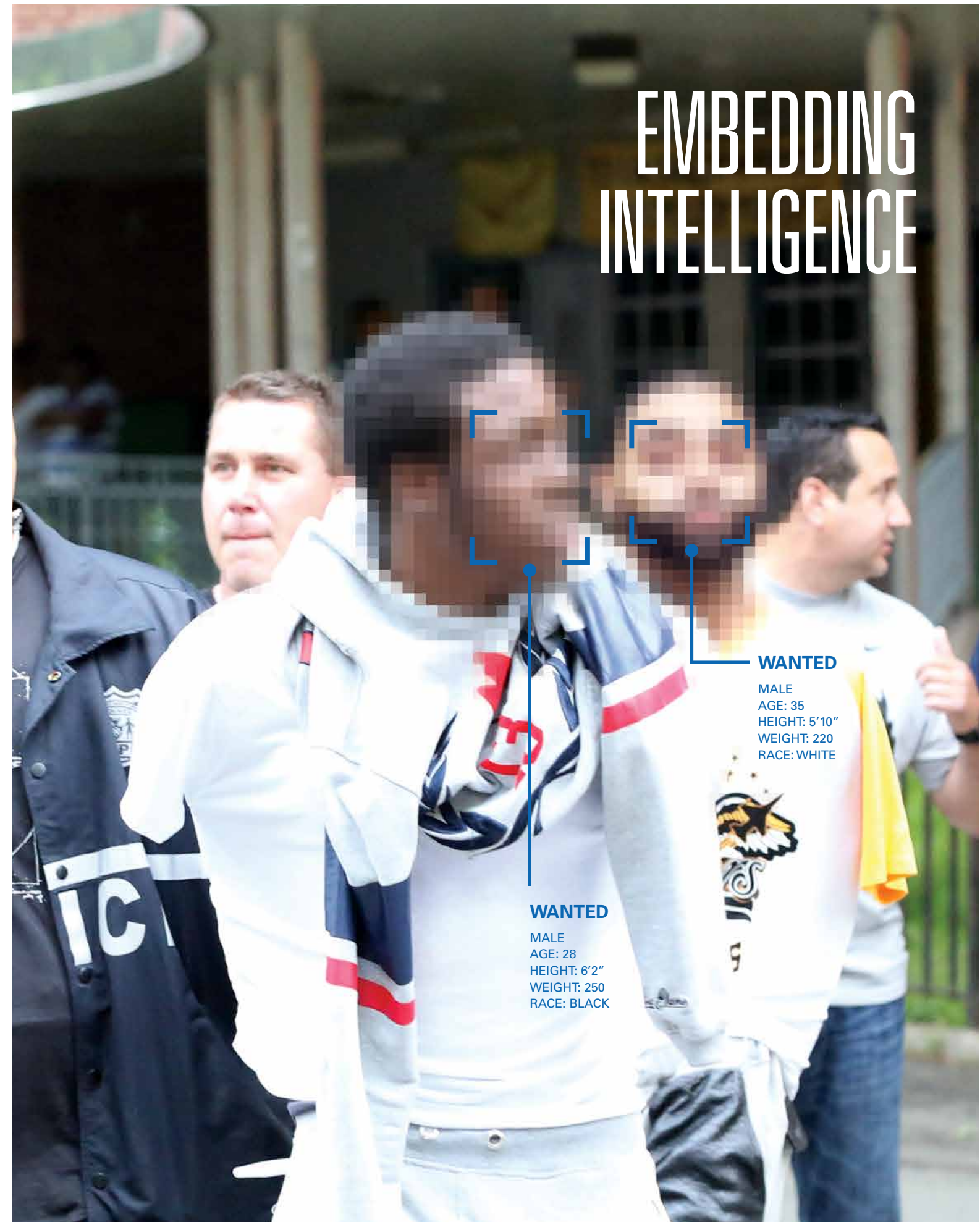
GUNS SEIZED 2014 | 2015

817 998

POSITIVE DEBRIEFINGS 2014 | 2015

2,093 2,880

# EMBEDDING INTELLIGENCE



#### WANTED

MALE  
AGE: 35  
HEIGHT: 5'10"  
WEIGHT: 220  
RACE: WHITE

#### WANTED

MALE  
AGE: 28  
HEIGHT: 6'2"  
WEIGHT: 250  
RACE: BLACK



## GRAND LARCENY DIVISION

GRAND LARCENY IS A RECIDIVIST CRIME. YOU DO IT ONCE AND YOU'RE GOING TO DO IT AGAIN. THE FASTER WE'RE IDENTIFYING PERPETRATORS AND THEIR PATTERNS, THE FASTER WE'RE ABLE TO COUNTER THEM IN AN EFFECTIVE MANNER.

DEPUTY COMMISSIONER DERMOT SHEA, WHO WAS INSTRUMENTAL IN ESTABLISHING THE NEW GRAND LARCENY DIVISION

# FOCUS ON THEFT

### TECH-SAVVY COPS BATTLE TECH-SAVVY CRIMINALS TO CONTROL PATTERN LARCENIES

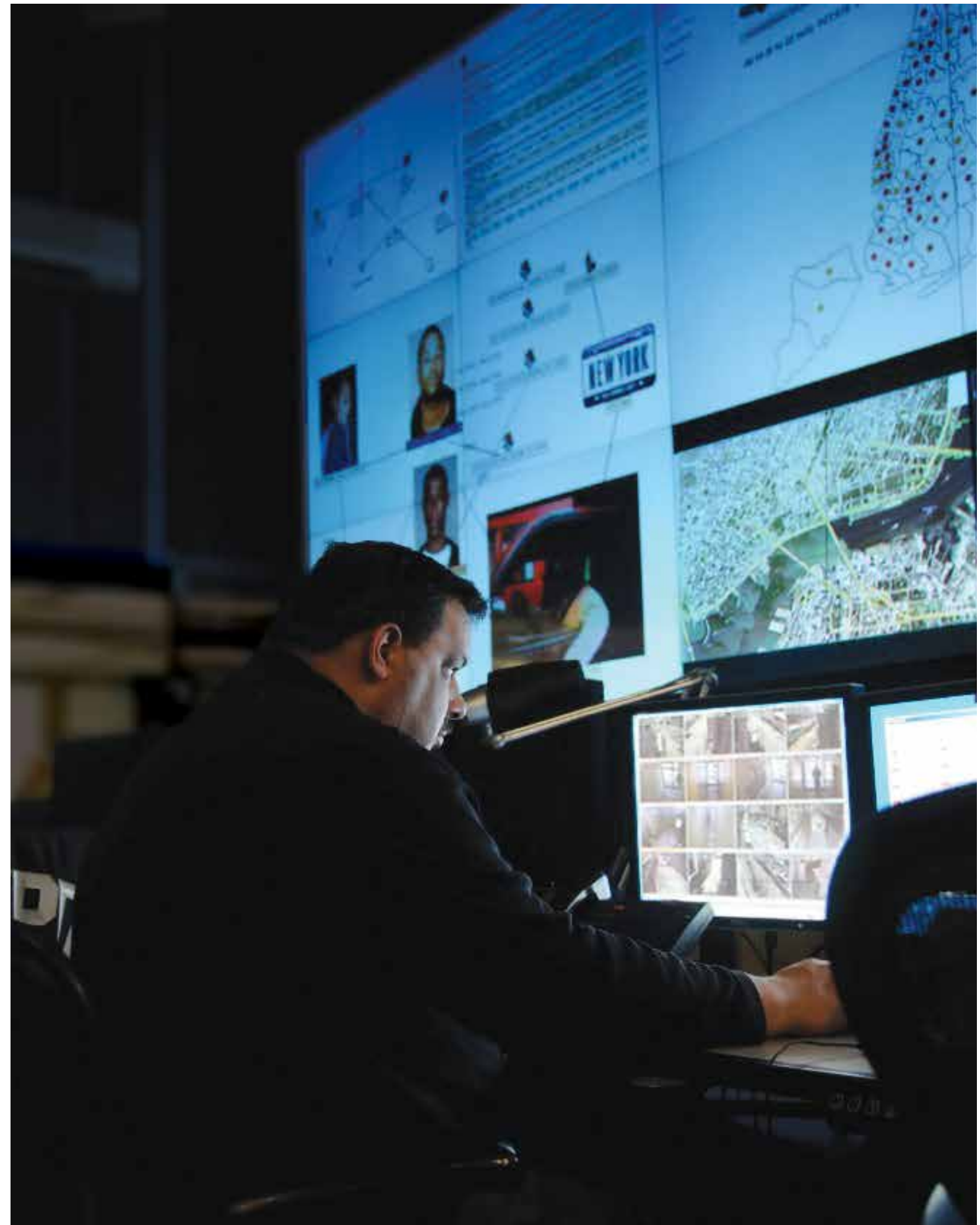
Burglary and robbery have long been recognized as pattern crimes, committed by repeat criminals, often using the same methods, and police have learned to identify these patterns and take the repeat criminals out of circulation. Until recently, grand larcenies have not been subject to this kind of pattern analysis and enforcement, even as grand larcenies grew to be 40 percent of the felony crime in New York City and more than 70 percent in Manhattan South. The Grand Larceny Division of the NYPD Detective Bureau was established in 2014 to track and enforce against repeat thieves, including not only traditional pickpockets and snatchers, but also criminals with increasing sophistication in the areas of credit-card fraud, electronic fraud, and identity theft.

Among traditional thieves, the patterns are surprisingly precise. There are criminals who work subways and bus lines, thieves who work college campuses, gym creepers, restaurant and bar specialists, hospital prowlers, etc. In all, the Grand Larceny Division identified nearly 1,000 larceny patterns in 2015, including nearly 100 citywide patterns. Then begins the hard work of surveillance, tracking the suspects until the officers witness their crimes and can apprehend them in the act.

"You should see the type of surveillance these guys do," said the commanding officer Inspector Joseph Dowling of his Grand Larceny Division teams. "They can be on surveillance 36 hours and not get burned. They're that good."

A new breed of technologically adept thieves can be even tougher to track. Equipped with credit-card and bankcard skimmers, encoders, and computers, they are turning out fraudulent credit cards, washing checks, and stealing identities. In our computer age, street criminals who used to be drug runners are showing surprising aptitude for electronic fraud. The turn to white-collar crime hasn't made them any less violent, however, and there is now a growing nexus between gun violence and credit-card scams. Tech-savvy investigators from the Grand Larceny Division are tracking and apprehending these scammers, cooperating with stores and banks to identify the point of compromise where credit information was stolen, and working from there to find the perpetrators.

"They're diversifying," Inspector Dowling said of thieves, "and we have to do the same."





## ADMINISTRATION

### BUILDING MORALE TO IMPROVE PERFORMANCE

The office of the Deputy Commissioner, Administration (DCA) was created in early 2014 to enhance morale, improve employee engagement, and foster communication within the Department.

“Morale is the key to running the NYPD effectively and efficiently,” said Deputy Commissioner Cathleen Perez. “This Department works better when our officers feel pride and passion in what they do.”

DCA acts as the liaison to the Department’s 39 fraternal, religious, and line organizations. These organizations reflect the NYPD’s diversity and give members a voice. “We listen to their concerns and take the time to look into them,” said DC Perez. During the past two years, Commissioner Bratton created a dedicated space within One Police Plaza for the fraternal, Department chaplains, and unions, which use it for private consultations with their members.

DCA oversees the Employee Relations Section, the Chaplains Unit, and the Ceremonial Unit. The Employee Relations Section responds in cases when members are killed or injured, on or off duty. The NYPD takes its motto—*fidelis ad mortem*, or faithful unto death—with utmost seriousness, and DCA has been instrumental in helping the Department to honor its fallen officers and provide resources to their families. ERS also helps members with serious illnesses and personal hardships.

The Chaplains Unit represents a cross section of faiths and, as it has done for over 100 years, provides spiritual guidance and confidential counselling to members. DCA is in the process of facilitating the addition of a chaplains’ app for use on Department smartphones.

The Ceremonial Unit handles protocol, coordinating most Department ceremonies and events, including graduations and promotions. The unit has played a major role in the Department’s six line-of-duty funerals in the past two years. For Det. Randolph Holder’s burial, ceremonial officers accompanied his body all the way to his hometown of Georgetown, Guyana. Two members of the Ceremonial Unit attend every police line-of-duty death in the continental United States, to promote solidarity among law-enforcement agencies nationwide.

DCA is also overseeing innovative ways to share information about Department-sponsored events, including electronic bulletin boards, email updates, and smartphone blasts.

#### DCA projects and events include:

- The dedication of the Jack Maple CompStat Center in September 2014
- The R U OK program and its simple, effective message: listen to members and inquire about their well-being
- The NYPD Women’s Conference, Women Inspiring Women
- The Artists for Heroes portrait display in the Capitol rotunda
- The Police Commissioner’s Sports League

# PRIDE, PASSION, PROFESSIONALISM





# MANAGING USE OF FORCE

## NEW USE-OF-FORCE POLICIES AND A NEW FORCE INVESTIGATION DIVISION BRING CLARITY TO AN OFTEN DISPUTED AREA

NYPD has long set the national standard for firearms policy, training, and reporting, but the Department has had a less comprehensive set of policies for the use of force other than firearms. In 2016, the NYPD is introducing a new use-of-force policy that clarifies definitions, establishes levels of appropriate force, and mandates reporting and review procedures for each level of force used, while emphasizing the sanctity of life and the grave responsibilities vested in police officers.

“The new use-of-force policy does not restrict when police officers can use force,” said Chief of Staff Kevin Ward, who led the team that revised the policy. “What you can do today, you can do tomorrow. But when we use force we have to own it, we have to document it, and we have to justify it.” The new policy establishes a new Patrol Guide series, PG 221, that gathers in one place all procedure and policy related to use of force. It defines three levels of force, shown opposite.

A new Threat, Resistance, Injury (TRI) report captures all relevant data about use of force and also about injuries sustained by officers during enforcement encounters. This is the first time there has been a systematic way to gather data about assaults on police officers, and the form should provide a more complete picture of what is happening in many street confrontations.

In July 2015, the NYPD established a new Force Investigation Division to investigate all officer-involved shootings, all deaths in custody, and all deaths related to police activity. In past practice, these reviews were performed at the borough level in each of the eight patrol boroughs. Borough personnel would handle policy issues, the Detective Bureau handled the criminal aspects of the case, and the Internal Affairs Bureau evaluated police misconduct.

The new division functions citywide and handles all aspects of each case, including building cases against shooters who have fired on police and investigating possible police misconduct. The division’s 64 experienced detectives and supervisors conduct high-quality investigations with an eye toward extracting tactical lessons from each incident that can be used to strengthen training and prevent tactical errors in the future.

“In the past, the tactics leading to an incident weren’t looked at as hard as they should have been,” said Inspector John Sprague, commanding officer of the Force Investigation Division. “Now they are a focus. We’re always asking: How can we correct this? How can we engrain good tactics?”



## PATROL GUIDE

### 1

**LEVEL**  
Includes hand strikes, foot strikes, forcible takedowns, and use of O.C. spray.



### 2

**LEVEL**  
Includes use of conducted energy weapons or TASERs, use of impact weapons, and police canine bites.



### 3

**LEVEL**  
Includes firearms discharges and physical force capable of causing death or serious injury.



# FAIRER FOR THE COPS, TOO

FOR ME THE MOST IMPORTANT CHANGE IS THAT WE ARE DOING BETTER INVESTIGATIONS ON THE CASES THAT REALLY MATTER BECAUSE WE AREN'T WASTING TIME ON THE SMALL STUFF. WE ARE IN THE BUSINESS OF CATCHING BAD EMPLOYEES, AND THESE REFORMS HELP US DO THAT. OUR DAILY GOAL IS TO DETECT, DISRUPT, AND DETER CORRUPTION.

DEPUTY COMMISSIONER OF INTERNAL AFFAIRS JOSEPH REZNICK

## FAR REACHING REFORMS CHANGE THE FACE OF DISCIPLINE IN THE NYPD

The Internal Affairs Bureau (IAB), the Department Advocate's Office (DAO), and the Deputy Commissioner, Trials have all streamlined, expedited, and improved the fairness of their processes in maintaining Department discipline, reforming what has been perceived by police officers as an overly punitive and glacially slow discipline process.

"What we are battling is years of crushing discipline that led our cops to see this system as grossly unfair," said Deputy Commissioner Kevin Richardson, who directs the Department Advocate's Office, which serves as the prosecutor in NYPD discipline cases. "Commissioner Bratton's instructions to me from day one were to take this by the horns and fix it."

It's been a collaborative effort among IAB, DAO, and Trials.

Under Deputy Commissioner Joseph Reznick, the Internal Affairs Bureau has ceased investigation of most minor offences, turning those cases over to commanding officers and the command-discipline process. IAB is also out of the business of towing illegally parked police vehicles and issuing summonses. Commissioner Reznick has been able to cut IAB staff by nearly 200 personnel, to 540, while simultaneously speeding the investigation process and cutting the IAB's open cases by two-thirds, from 2,200 to fewer than 800.

Under Deputy Commissioner Richardson, DAO has augmented its staff, streamlined the pretrial negotiation process, and sped up approvals by the Police Commissioner's Office of the final disposition in cases, cutting case durations in 2015 by 78 percent from 2013 totals. Commissioner Richardson has moderated the heavy-handed penalties that were characteristic of the system, cutting the number of vacation days taken from officers to about 7,500 compared with totals as high as 18,000 in previous years. He has established a reconsideration process with the Civilian Complaint Review Board (CCRB), an independent agency that makes recommendations in discipline cases involving civilian complaints. For the first time, CCRB is reviewing and adjusting some recommendations when the NYPD requests a reconsideration in light of new information or simply in the interest of fairness to an officer.

Additionally, the Mayor's office hired dozens of additional attorneys to fight frivolous lawsuits against officers. "This will discourage bringing these suits, and ultimately save the city money," said Deputy Commissioner of Legal Matters Lawrence Byrne.

Deputy Commissioner of Trials Rosemarie Maldonado has speeded the trial process and the trial-reporting process.

"Our goal was to promote the efficiency of trials while safeguarding the due process rights of our employees," said Deputy Commissioner Maldonado.

The number of trial reports going to the Police Commissioner has risen by 46 percent, from 146 in 2014 to 214 in 2015. The report backlog has been cut, and the reports are issued more expeditiously, down to 49 days for the last quarter of 2015 compared with 142 days earlier in the year.

In a reform with important symbolic value, officers who have accepted a penalty for their misconduct are no longer required to publicly admit or "allocate" their guilt.

"Allocation is not required in any other civil service discipline system in the city," said Deputy Commissioner Maldonado. "We did not think it was fair to require it of our officers."





# TRANSPARENCY & TRUST

IT IS VITAL TO PROVIDE OUR OVERSIGHT ENTITIES WITH ACCURATE INFORMATION TO CONVEY THE GREAT STRENGTHS OF THE DEPARTMENT AND OUR COMMITMENT TO PROTECT THE CITIZENS OF NEW YORK CITY WITHOUT COMPROMISING CIVIL RIGHTS. WE INTEND TO WORK IN PARTNERSHIP AND COLLABORATION WITH ALL OF THESE PARTNERS, NOT AGAINST THEM, SO THAT THEIR EXPERTISE CAN BE USED TO STRENGTHEN AND INFORM US—NOT WEAKEN US.

POLICE COMMISSIONER BRATTON

## QUALITY ASSURANCE, DATA INTEGRITY, AND AUDITING

The NYPD has long had robust independent oversight: five district attorneys, two U.S. attorneys, the Civilian Complaint Review Board, and the Commission to Combat Police Corruption. But beginning in June 2013, just prior to the current administration, the New York City Council passed bills authorizing a bias-based profiling law and the creation of an Inspector General of the NYPD. Two months later, a federal judge ruled that the Department's prior use of reasonable-suspicion stops—or "stop, question, and frisk"—had resulted in "widespread Fourth Amendment violations." The judge appointed a federal monitor who was tasked with implementing and auditing NYPD reforms for a period of three years.

Police Commissioner Bratton expressed his intention to work collaboratively with all oversight entities. As chief of the Los Angeles Police Department for seven years under the largest federal consent decree in the nation's history, Commissioner Bratton demonstrated that a police department can improve police/community relations and keep crime headed down—while simultaneously meeting extensive reform goals set by outside monitors.

Based partly on the Los Angeles model, the NYPD established the Risk Management Bureau (RMB) in 2015. Deputy Commissioner of Legal Matters Larry Byrne consolidated all areas of risk management. Now reporting directly to First Deputy Commissioner Ben Tucker, RMB works with the federal monitor, the city's Law Department, the courts, and the public to develop and implement required reforms. Within the Department, RMB collaborates with the Training Bureau, the Department Advocate, Labor Relations, the Personnel Bureau, and several other NYPD units critical to these changes.

RMB comprises the Compliance Division, the Risk Mitigation Division, and the Quality Assurance Division (QAD). QAD evaluates compliance in more than 25 performance areas, including crime reporting, command performance, command-level training, and fiscal management. The division is led by a civilian director—previously employed at a major accounting firm—who brings with her extensive auditing and accounting experience.

The Risk Mitigation Division takes the lead on evaluating patterns of misconduct and the early identification of officers in need of retraining, remediation, or discipline.

A central function of RMB is the oversight and evaluation of street investigative encounters, more commonly known as "stop, question, and frisk" stops. The NYPD's new audit plan will assess the constitutionality of each stop and evaluate the way supervisors review each encounter. The Department has invested \$300,000 in a three-part, seven-and-a-half-day training program conducted by the Institute of Internal Auditors for every member of QAD to sharpen their audit skills. This enhanced auditing, along with new documentation, new training videos, and field-level instruction, will ensure that future NYPD stops are focused, non-discriminatory, and consistent with the law.

RMB's comprehensive, accurate auditing and its open, centralized reporting related to the performance of both the Department and individual police officers performance will help to build the public's confidence and trust in their police service.





# STAFFING UP

THESE WERE CRITICAL HIRES. THE INCREASE IN HEADCOUNT MAKES POSSIBLE BOTH THE NEIGHBORHOOD POLICING PLAN, SO CRITICAL TO CLOSING THE POLICE/COMMUNITY GAP, AND THE CRITICAL RESPONSE COMMAND, SO CRITICAL TO PROTECTING THE CITY FROM A CONCERTED TERRORIST ATTACK.

POLICE COMMISSIONER BRATTON

## THE NYPD ADDS POLICE OFFICERS AND CIVILIANS TO SUPPORT NEIGHBORHOOD POLICING AND COUNTERTERROR

In June 2015, Mayor de Blasio and the City Council authorized the first significant increase in uniformed headcount in the police department in many years. Between 2001 and 2014 the NYPD lost more than 5,000 police officer positions. The Mayor and the Council approved a total of \$170 million to hire nearly 1,300 new officers.

The funding for additional officers allows the Department to increase both the size and frequency of Police Academy classes. In 2015, more than 2,500 recruits entered the academy in three different classes that were sworn in quarterly rather than semi-annually. Because recruits train at the Academy for six months, each quarterly class overlaps with the prior class and the class behind it. With the January 2016 class, the total number of NYPD officers, including supervisors and managers, swelled to more than 36,000, compared to about 34,500 just two years prior.

The Department is also increasing civilian headcount. The newly ratified budget authorizes 400 administrative aides to take over desk jobs currently filled by police officers. The freed-up officers can be redeployed on the streets for increased community policing and counterterrorism operations. In October 2015, 60 Police Administrative Aides were hired and assigned to the Police Academy for training. Upon graduation, they moved out to different commands throughout the city to replace officers acting in various administrative support roles.

Continuing in 2016, the ongoing civilianization program calls for an additional 60 Police Administrative Aides, 95 Evidence and Property Control Specialists, and 100 Auto Service Workers. These hires will free approximately 255 officers to return to patrol duties. By 2017, 100 statisticians will be hired to fill crime analysis positions in the precincts that are routinely held by police officers now. All of these hires are conducted in accordance with equal employment opportunity laws overseen by Deputy Commissioner of Equal Employment Opportunity Neldra Zeigler and, when applicable, with labor rules tracked by John Beirne, Deputy Commissioner of Labor Relations.

The NYPD's Cadet Corps has also seen positive growth in the past several years and the outlook for the future is even better. The Cadet Corps is an apprenticeship program that provides qualified college men and women the chance to experience the challenges and rewards of working in the NYPD. As a way to ensure that future officers are both better educated and more representative of the racial and ethnic diversity of New York, the Department has increased the number of cadets it is recruiting each year. From 29 cadets in early 2013, the program had grown to 192 cadets by January 2016, including 148 police cadets and 44 Housing Bureau cadets. With a new headcount authorization of 637, the Cadet Corps will be expanding further in the coming years.

"This is an extremely valuable program for young people and for the Department," said First Deputy Commissioner Ben Tucker, who in the 1960s was himself a police trainee, participating in a forerunner of the Cadet Corps. "It's a pathway to a police career that many young people might not have otherwise."





# FOCUS ON CAREERS

PAST RECRUITING EFFORTS SOUGHT TO ATTRACT POLICE CANDIDATES WITH A MESSAGE OF ACTION AND ADVENTURE, SOMETIMES BRINGING IN PEOPLE WHO WERE UNSUITED TO COMMUNITY SERVICE AND THE HUMAN ENCOUNTER ASPECTS OF POLICE WORK. IN 2016, NYPD RECRUITMENT CAMPAIGNS WILL EMPHASIZE COMMUNITY TRUST TO ATTRACT SERVICE-ORIENTED CANDIDATES, WHO HAVE THE COURAGE, COMPASSION, AND RESPECT NECESSARY TO BE POLICE OFFICERS.

ASSISTANT CHIEF KIM ROYSTER

## THE PERSONNEL BUREAU RECASTS RECRUITMENT AND EMPLOYEE DEVELOPMENT

The Personnel Bureau is remaking itself to serve NYPD employees better. Deputy Commissioner of Personnel Michael Julian, who had been Chief of Personnel during Commissioner Bratton's first tenure, was brought back to the Department as a troubleshooter, and got the ball rolling on numerous reforms. His successor, Chief of Personnel Raymond Spinella, will now have the opportunity to recast the Department in the public eye as a place where people who want to help build stronger communities want to work.

"Through our internal reengineering process, we discovered that numerous functions and objectives were fragmented throughout the Personnel Bureau and the Department," said Assistant Chief James Murtagh, Commanding Officer of the Personnel Bureau. "By realigning the bureau, we have quickly developed systems and strategies for success."

The bureau's Employee Management Division was relying on paper and manual procedures that hindered progress and created confusion. Recently hired as Assistant Commissioner of the Staffing Services Section, Marisa Caggiano is managing the transition to a paperless employment process.

"The Police Department has been using extremely antiquated manual processes compared to other city agencies," said Commissioner Caggiano. "That's going to change."

Reengineering revealed that NYPD employees were frustrated by trying to navigate the opaque, paper-driven process to request a transfer. A new Career Enhancement Division houses all the units involved in sustaining and improving an effective workforce, including Physical Fitness, Employee Assistance, and Employee Suggestion. A new Members Outreach Section provides a career "help desk" that employees can call for advice on how to advance their careers. And the new Personnel Online System for Transfer (POST) is an automated program that displays opportunities for transfer, the qualifications needed for each transfer prospect, and the forms necessary to apply.

A dysfunctional screening and hiring process placed unnecessary barriers before prospective employees and undercut the Department's efforts to increase diversity. Under the new banner of the Candidate Assessment Division, Assistant Chief Kim Royster is completely revamping the Applicant Processing Division, Recruitment Section, Candidate Medical Section, and Candidate Psychological Section. In 2015, the division had an unprecedented year, processing more than 9,000 uniformed and civilian candidates for various titles. In 2016, the unit will achieve another milestone by hiring an additional 1,369 police officers within a three-month period.

Twenty recruitment teams that reflect the diversity of the Department will recruit and mentor candidates in communities throughout the city. Each recruiter will be equipped with the technology to register candidates and to sustain engagement with them throughout the testing and hiring process.

The Recruitment Section will partner with the Department's fraternal and religious organizations to stage recruitment events in strategically selected neighborhoods and venues. A targeted marketing campaign will convey a message of community service through police work with signage and billboards in MTA bus depots, on highways with a large volume of traffic, and in the subway lines that travel through Harlem, Jamaica, Brooklyn, and the Bronx.





# SUPPORTING THE SERVICE

## CIVILIAN MEMBERS MAKE THE DEPARTMENT RUN

The NYPD's most visible presence comes from its 35,000 police officers, or uniformed members of the service, as they're known within the Department. These members range in rank from police officer to the Chief of Department, a four-star post. But the NYPD also employs nearly 18,000 civilian employees, ranging from police cadets to the First Deputy Commissioner, also a four-star position, to the five-star Police Commissioner himself. More than a third of civilian employees are School Safety Agents and Traffic Enforcement Agents, who wear uniforms and carry out certain enforcement duties, but are not armed police officers—instead, they are proud civilian members of the service.

There are more than 200 different civilian titles in the NYPD, including carpenters, clerical associates, custodians, elevator mechanics, fingerprint technicians, graphic artists, hostlers for the Mounted Unit, locksmiths, mechanical engineers, motor vehicle operators, photographers, plumbers, psychologists, radio repair mechanics, roofers, steamfitters, telephone service technicians, welders, 9-1-1 operators, and police administrative aides (PAAs). In any precinct, PAAs are one of the most indispensable civilian roles. They take reports, work with complainants and victims, perform data entry, and—like all their civilian colleagues—carry out many of the typically unsung duties that keep a precinct, and the Department, moving. During the NYPD's recent reengineering process, making sure that unsung did not mean unrecognized or unfulfilled was a major priority.

Accordingly, the NYPD has amended its Administrative Guide to include civilians in seven out of eight award categories, created Civilian of the Month Awards to be displayed proudly at commands throughout the Department, and instituted a new Civilian of the Year Award ceremony to be held annually at police headquarters and presided over by the Police Commissioner. It has also changed how civilians can navigate their careers.

The Career Enhancement Division, which proposes, develops, and implements innovative human resource initiatives, recently created a new Members Outreach Section. "The point is to address the specific needs of every member, and to recognize that each individual career path is different," said commanding officer Deputy Inspector Richard Gubitosi.

Members Outreach also includes a new subunit, the Civilian Members Outreach Section, which is designed to aid civilian members of the service in advancing their careers within the Department. To facilitate this, the NYPD built the Personnel Online System for Transfers, or POST, which helps civilians request career-path transfers and provides them with information on applying to specialized units.

"The Members Outreach Section is staffed by on-site career counselors who explain the new POST system," said Administrative Staff Analyst Carlynn Alexander, commanding officer of the Civilian Members Outreach Section. "They will also help you to prepare and update your résumé, and answer all of your career-path questions."

## NYPD EMPLOYS MORE THAN 200 DIFFERENT CIVILIAN TITLES

- CARPENTERS
- CLERICAL ASSOCIATES
- CUSTODIANS
- ELEVATOR MECHANICS
- FINGERPRINT TECHNICIANS
- GRAPHIC ARTISTS
- HOSTLERS FOR THE MOUNTED UNIT
- LOCKSMITHS
- MECHANICAL ENGINEERS
- MOTOR VEHICLE OPERATORS
- PHOTOGRAPHERS
- PLUMBERS
- PSYCHOLOGISTS
- RADIO REPAIR MECHANICS
- ROOFERS
- STEAMFITTERS
- TELEPHONE SERVICE TECHNICIANS
- WELDERS
- 9-1-1 OPERATORS
- POLICE ADMINISTRATIVE AIDES





# SPRUCED UP

## NYPD FACILITIES RECEIVE A LONG OVERDUE RENEWAL

The Facilities Management Division, under the direction of Deputy Commissioner of Management and Budget Vincent Grippo, is undertaking a comprehensive series of projects to enhance NYPD facilities and improve the quality of the workplace for NYPD employees. The projects also look to foster community relations by renovating precincts and other facilities to present a more inviting and professional appearance to the public.

“It’s been decades since there were substantial renovations at most of our precincts, and they look it,” said Commissioner Bratton. “We owe our cops and civilian employees more. With critical funding support from Mayor de Blasio, Vinny Grippo has mapped out a plan for substantial improvements in the next several years.”

In 2015, the NYPD completed a highly successful pilot of the Precinct Enhancement Program (PEP) and is starting to roll it out to all precincts by borough command. The goal of the PEP is to improve appearance, utility, and comfort in the precincts by reducing clutter, sprucing up the public areas, and bringing in maintenance contractors to clean each precinct thoroughly. The program also includes larger capital projects, such as installing new boiler rooms, AC systems, bathrooms, and facades.

In addition to working at the precinct level, the Department is modernizing its headquarters at One Police Plaza to serve NYPD employees better and make it a worthy home base for the greatest police force in the world. Upgrades will include refurbished locker rooms, a 24-hour self-checkout cafeteria, renovated bathrooms, a fully stocked fitness center, and brand new conference rooms.

Similarly, the Support Services Bureau’s Property Clerk Division (PCD) recently completed renovations to the facility that houses the Brooklyn Property Borough Office and the PCD officer. They installed high-density shelving, a security system, window guards, and new computers and ancillary computer equipment.

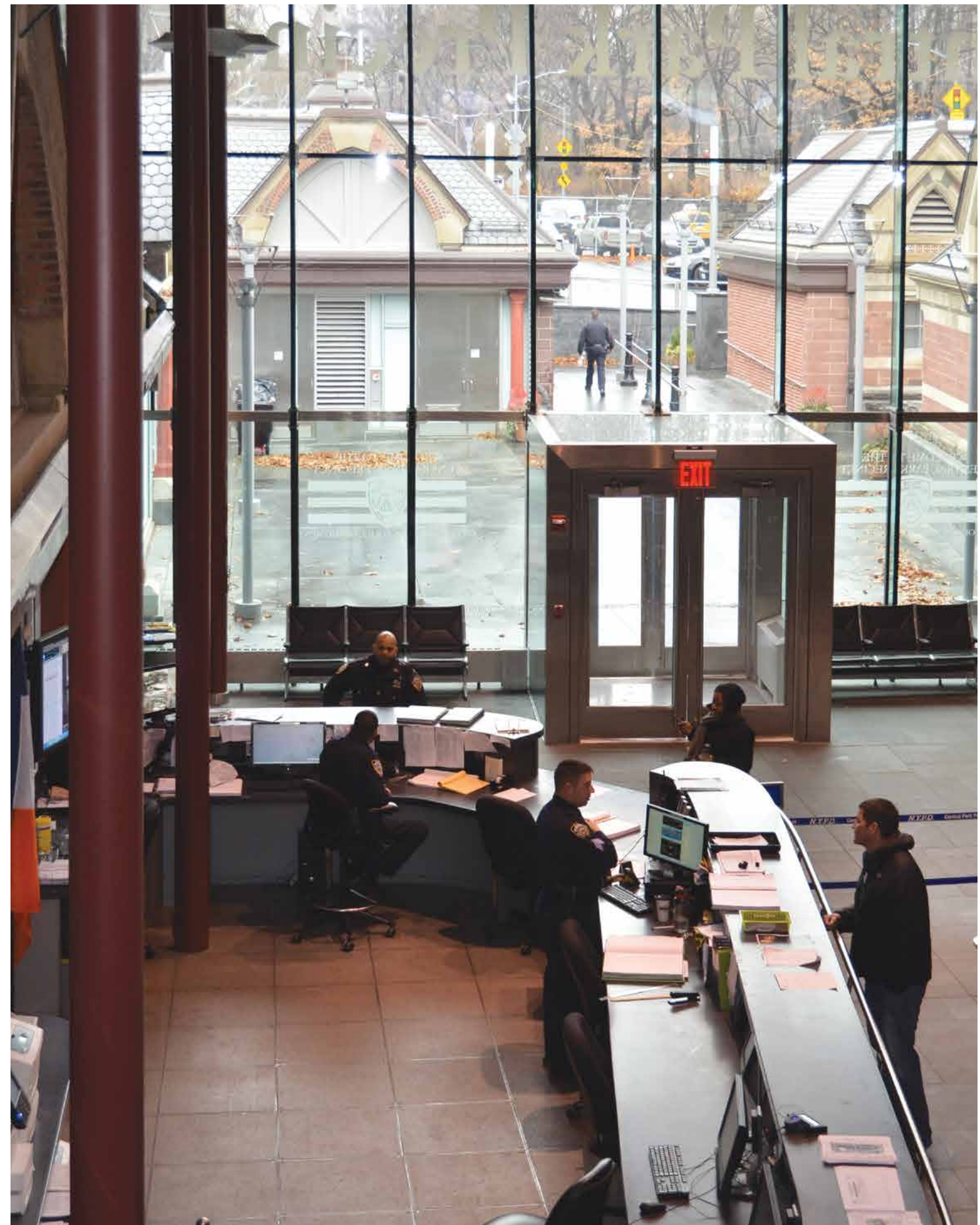
In the coming years, the firearms range at Rodman’s Neck in the Bronx is going to be upgraded extensively to include the most modern and cutting-edge technology available. Proposed upgrades include rebuilding the range indoors; installing and utilizing moving targets and Enhanced Firearms Tactics Simulators; constructing lifelike tactical training settings such as a village and a building, complete with moving walls for changing scenarios and an observation area so that trainees can learn from one another; and the installation of a sustainable, “green” design with solar power panels, storm water retention, sound mitigation, and lead remediation.

The Department will also be renovating its automobile training facility at Floyd Bennett Field in Brooklyn in the coming years to include a freshly paved track, a new building with an observation level, and covered carports to protect training vehicles from the elements.

Finally, in the spirit of bolstering community relations, the NYPD is embarking on a complete redesign of the Times Square Substation to establish a more inviting setting where officers can engage the public more easily and thoroughly.

FOR THE FIRST TIME IN DECADES, WE’VE BEEN GIVEN THE OPPORTUNITY TO MAKE A DIRECT IMPACT ON THE WORKING ENVIRONMENT OF OUR DEDICATED MEMBERS OF THE SERVICE. THROUGH THE PRECINCT ENHANCEMENT PROGRAM, POLICE OFFICERS WILL BE ABLE TO WORK IN THE MODERN AND COMFORTABLE FACILITIES THAT THEY DESERVE.

DEPUTY INSPECTOR VICTOR FERRANTE,  
EXECUTIVE OFFICER OF THE OFFICE OF  
MANAGEMENT AND BUDGET





# WELL STOCKED

THE HARDWORKING MEN AND WOMEN OF THE NYPD PUT THEIR LIVES ON THE LINE EACH DAY TO PROTECT OUR CITY'S RESIDENTS, AND WE OWE THESE OFFICERS EVERY POSSIBLE PROTECTION AS THEY PATROL OUR CITY'S STREETS.

MAYOR BILL DE BLASIO

## CUTTING-EDGE EQUIPMENT FOR A CUTTING-EDGE TEAM

The NYPD Support Services Bureau has been working to ensure that all members of service are equipped with the most high-tech, convenient, and fully functional cars possible. In the past two years, 1,790 marked and 899 unmarked new cars have been put into service, and Smart Cars with enhanced safety features have been replacing three-wheel scooters. All new vehicle orders going forward will include all-wheel-drive, automatic vehicle locator technology, and rear back-up cameras.

“The past two years have been exciting times in the NYPD with funding available and new technologies coming to market,” said Robert Martinez, Deputy Commissioner of Support Services. “We have been able to increase safety and efficiency in all vehicle purchases.”

The Department began its Body Armor Replacement Program in 2015. Funded by the New York City Council, the program outfits members of the service with new and significantly upgraded vests that are 30% lighter than those previously issued and offer maximum coverage.

“When we were researching proper ballistic vests, safety and comfort were paramount,” said Assistant Commissioner of Training Carol Ann Roberson.

The new vests include a stab-resistant/long-gun-rated ballistic front plate and are designed to mold to an officer's unique shape. So far, nearly 20,000 members of service have been fitted for new vests; more than 17,000 vests have been delivered, with more on the way.

The NYPD's Counterterrorism Bureau's Critical Response Command purchased 240 heavy vests, and the Special Operations Division's Strategic Response Group purchased 360.

The Counterterrorism Bureau (CTB) is currently developing a dual purpose, chemical-bacteriological-radiological-nuclear (CBRN)/carbon monoxide escape hood, or protective mask, which would be the first of its kind—a mask that will protect officers from both CBRN threats and carbon monoxide. Currently, no hood being produced can filter out both threats.

CTB's Counterterrorism Division (CTD) has begun rolling out Beltworn Trauma Kits (BTK) to officers. These BTKs come complete with Nitrile gloves made from synthetic rubber, a pressure bandage, and a product called QuikClot, which is a hemostatic device that stops bleeding significantly faster and more effectively than standard gauzes. These kits also contain emergency tourniquets. At the 2013 Boston Marathon bombings, ad hoc tourniquets were applied to most of the traumatic amputations and exsanguinations in the field. In all these cases, the victims survived their injuries. The BTK makes this ad hoc life-saving tool available in a more formal, effective way.

The Counterterrorism Division and the Training Bureau have already collaborated on the delivery of and training for these kits to allow for an expedited Department-wide distribution. All 1,123 NYPD recruits who recently graduated at the end of December 2015 received the kits.

“Exsanguination, or bleeding out, takes only minutes, and a scene that is still considered hostile with the potential for additional violence will limit the extent that Emergency Medical Services (EMS) can operate,” said Sgt. Stephen Cambria of the Counterterrorism Bureau. “This equipment and these skills will allow officers to provide immediate medical intervention and stabilize patients until EMS is able to respond.”





# SEEING YOU, HEARING YOU

## FROM OWNED MEDIA TO SOCIAL MEDIA TO EARNED MEDIA, THE NYPD IS COMMUNICATING AS NEVER BEFORE

When Commissioner Bratton returned to the NYPD in 2014, he promised the cops and the community “to see you, to hear you, and to give you a voice.” Both constituencies wanted a true, two-way communication with the NYPD, and the NYPD needed better tools to tell the amazing stories of its men and women.

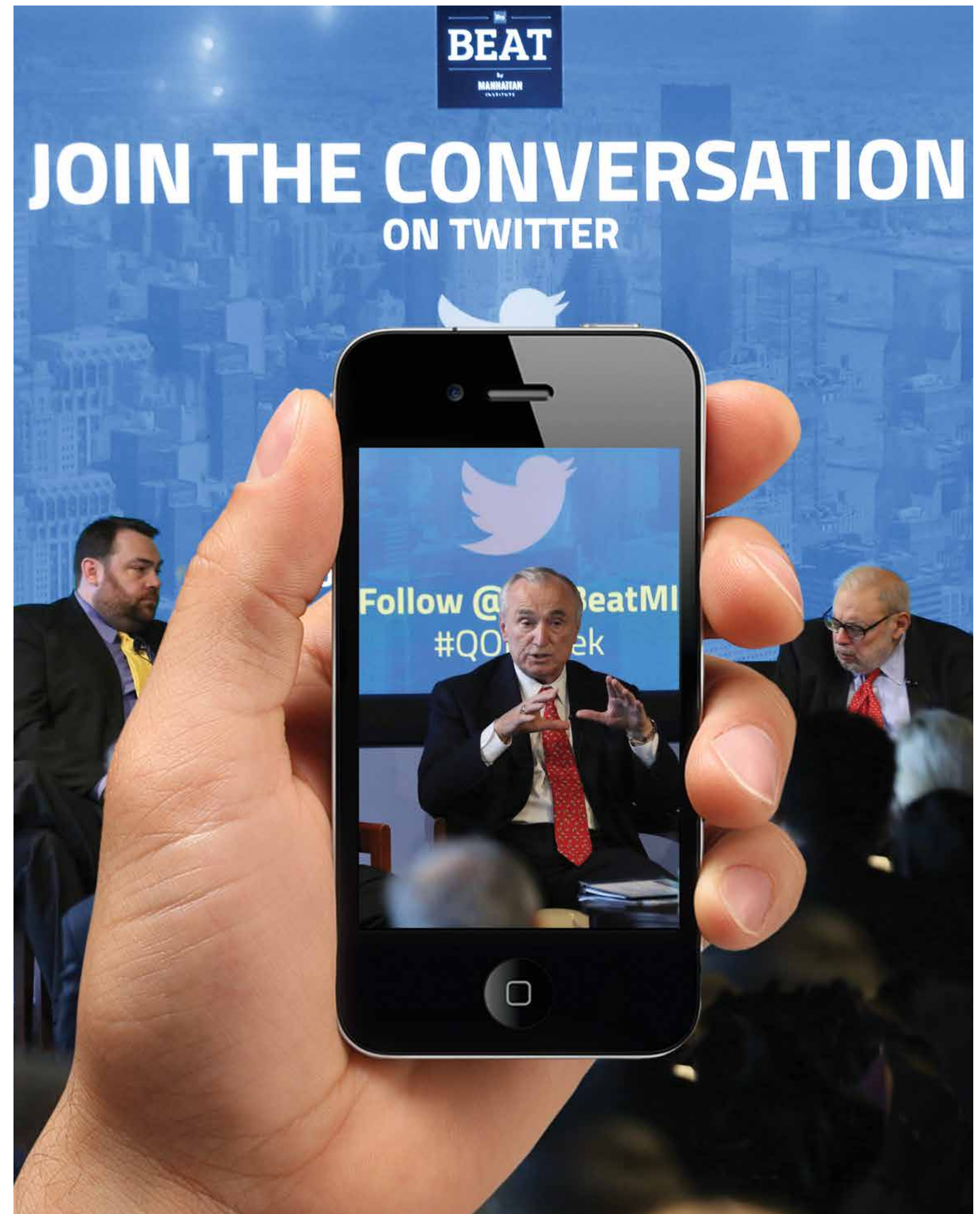
Under Deputy Commissioner of Strategic Communications William Andrews, the NYPD is pursuing two goals: 1) connect with the cops; and 2) connect with the community. Both of these connections require that the Department change the existing narrative about public safety. Internally, it means reminding the cops of who they are and why they joined. Externally, it means reminding the public of what cops do, day in and day out—the acts of kindness or quotidian heroism that never make the news.

Most good cops are talkers. They convince and cajole and calm far more often than they compel—in other words, they communicate. It’s at the heart of what cops do. Few cops do it better than Stephen Davis, the Deputy Commissioner of Public Information (DCPI). He has the media savvy necessary to navigate the world’s biggest media market. When the news wants the NYPD’s side of the story, DCPI tells it, and suddenly dozens of newspapers, TV stations, and online outlets carry what the Department says.

Part of strategic communications, however, is finding new ways to share the NYPD’s story. Starting in January 2014, Commissioner Bratton immediately took to Twitter and Facebook to build a new presence for the NYPD in a realm from which it had been nearly absent. By December 2014, under a program executed by Deputy Commissioner of Strategic Initiatives Zachary Tumin, all precincts and housing commands had Twitter accounts of their own. Today there are more than 110 NYPD Twitter accounts, a Facebook account (with a reach of 165 million people in 2015), and a website, [www.NYPDnews.com](http://www.NYPDnews.com), where the NYPD tells its own stories. Since 2014, the NYPD has been increasingly successful in showing the humanity of the men and women in blue. It has also seen hundreds of instances where self-published stories on the Department’s owned media—Tweets, NYPDnews.com articles, viral videos, Facebook posts, internal messages from the Police Commissioner to the Department—have bypassed and then driven the traditional media.

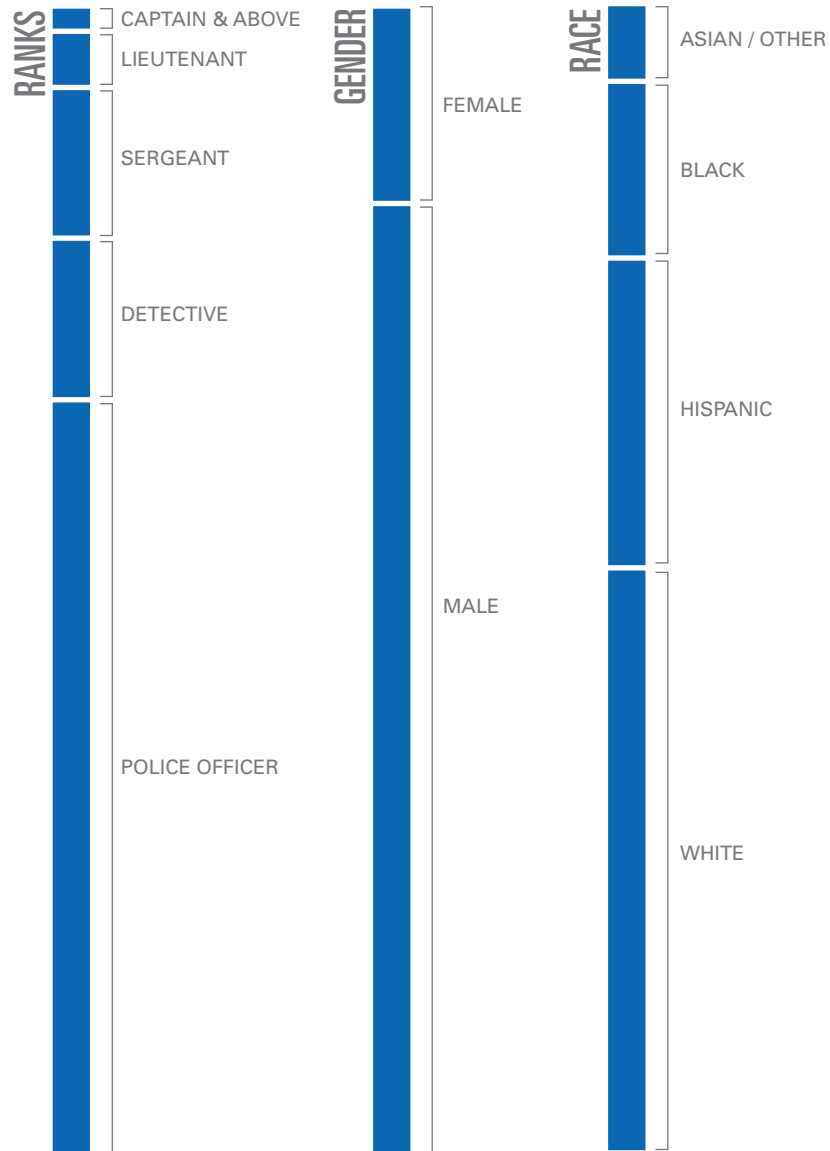
But all this owned media is just the vehicle to get the earned media that comes when other people share the NYPD’s stories with their personal networks. Projects such as the NYPD Plan of Action and the “One City: Safe and Fair, Everywhere for Everyone” campaign, the breast-cancer awareness campaign conducted in October 2015, and the use of the hashtag #ItsWhatWeDo function as centerpieces for smaller but more continual efforts throughout the Department to win earned media and the trust that comes with it.

In the coming year a new internal SharePoint website comes online, the mobile digital distribution will be completed, and a new external Internet site will be unveiled. There will be open highways for new modes of communication—videos, especially. Commissioner Bratton will leverage the new technology to accelerate what’s already underway: an NYPD where information is distributed in real time, where two-way communication between police and the people they serve promotes new collaboration, and where cops and the community see each other for who they are.

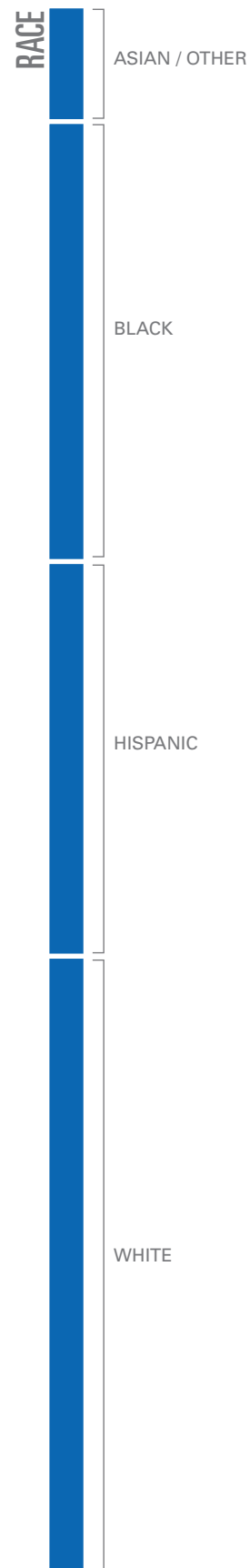




### UNIFORMED NYPD



### TOTAL NYPD DEPARTMENT



### NYPD BY THE NUMBERS

**IN 2015**

<b>9,000</b> VEHICLES	<b>35,302</b> UNIFORMED OFFICERS	<b>294 K</b> CRIMINAL SUMMONSES
<b>115</b> MOTORCYCLES	<b>53,183</b> UNIFORMED AND CIVILIAN MEMBERS	<b>2.7 M</b> PARKING SUMMONSES INCLUDES TRAFFIC DIVISION
<b>80</b> CANINES	<b>250+</b> DIFFERENT UNITS	<b>1 M</b> MOVING SUMMONSES INCLUDES TRAFFIC DIVISION
<b>48</b> HORSES	<b>8</b> PATROL BOROUGHS	<b>340 K</b> ARRESTS
<b>39</b> BOATS	<b>77</b> PRECINCTS	<b>24 K</b> REASONABLE SUSPICION STOPS (TERRY STOPS)
<b>8</b> HELICOPTERS	<b>12</b> TRANSIT DISTRICTS	<b>4.8 M</b> RADIO RUNS WITH DISPOSITIONS
	<b>9</b> POLICE SERVICE AREAS	<b>33</b> INSTANCES OFFICERS FIRING AT ADVERSARIES



# MAJOR CRIME 1990–2015

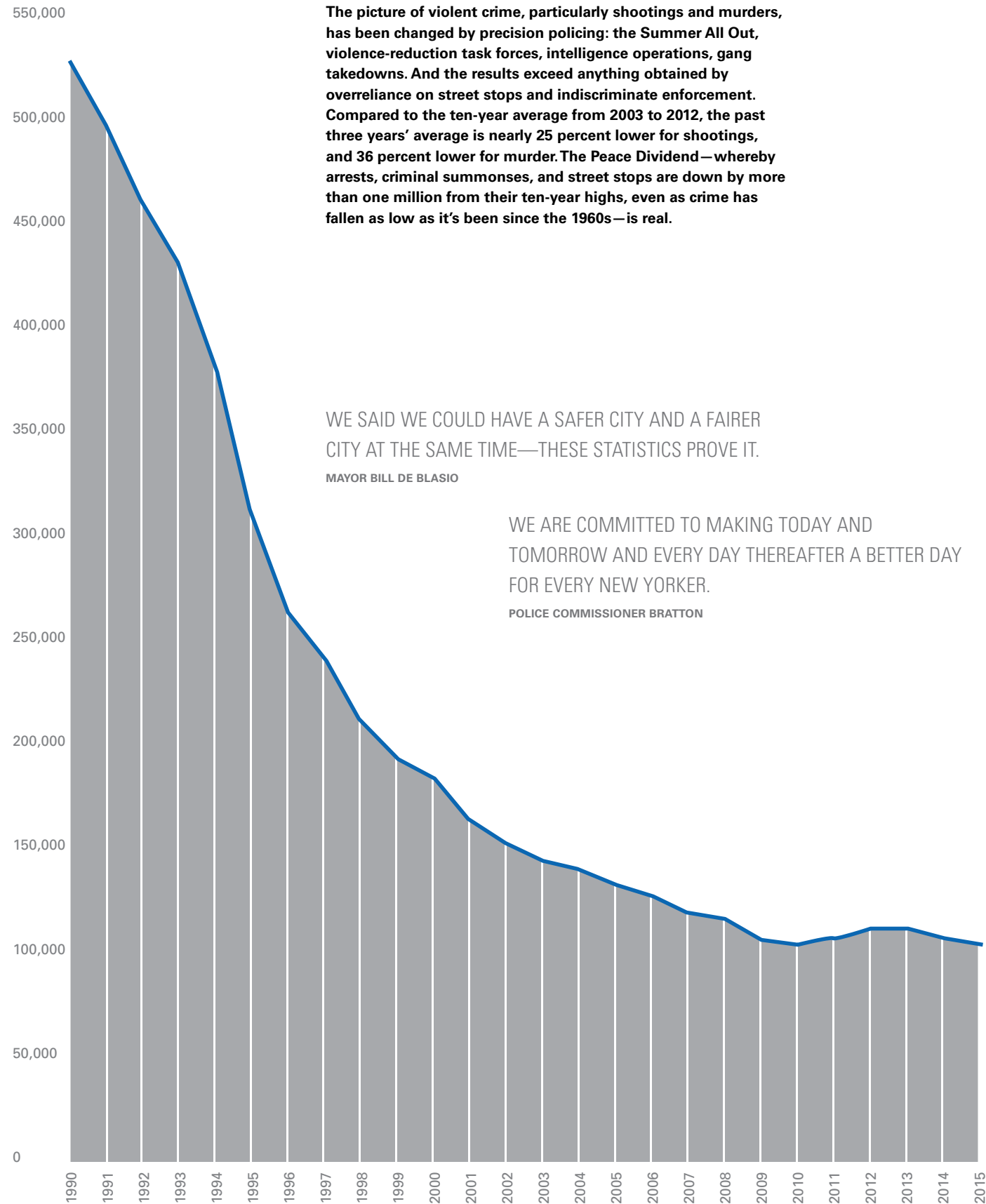
The picture of violent crime, particularly shootings and murders, has been changed by precision policing: the Summer All Out, violence-reduction task forces, intelligence operations, gang takedowns. And the results exceed anything obtained by overreliance on street stops and indiscriminate enforcement. Compared to the ten-year average from 2003 to 2012, the past three years' average is nearly 25 percent lower for shootings, and 36 percent lower for murder. The Peace Dividend—whereby arrests, criminal summonses, and street stops are down by more than one million from their ten-year highs, even as crime has fallen as low as it's been since the 1960s—is real.

WE SAID WE COULD HAVE A SAFER CITY AND A FAIRER CITY AT THE SAME TIME—THESE STATISTICS PROVE IT.

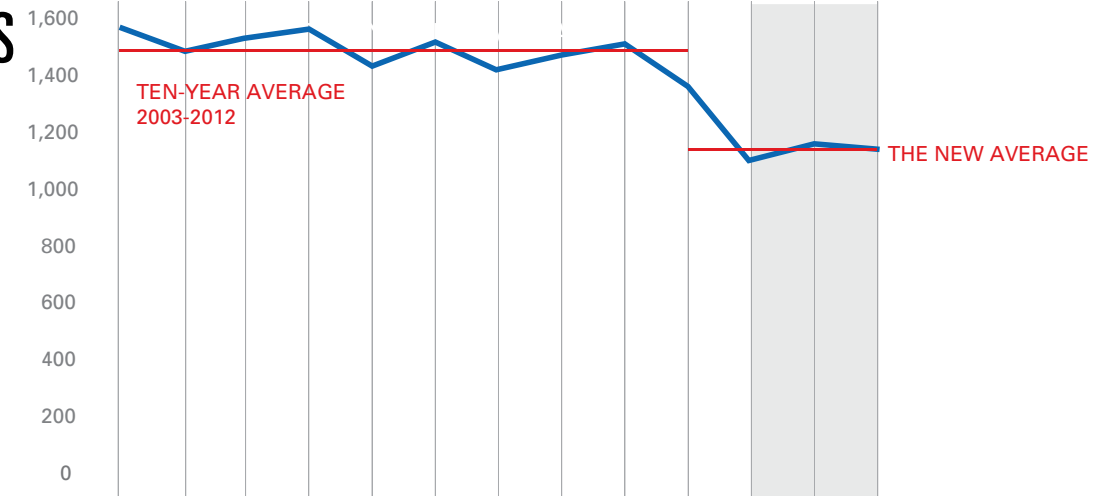
MAYOR BILL DE BLASIO

WE ARE COMMITTED TO MAKING TODAY AND TOMORROW AND EVERY DAY THEREAFTER A BETTER DAY FOR EVERY NEW YORKER.

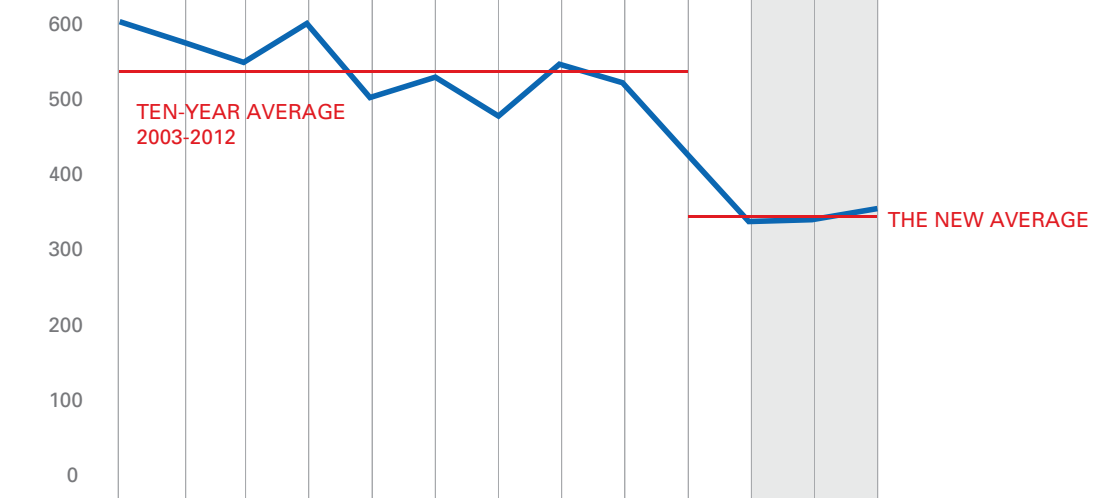
POLICE COMMISSIONER BRATTON



# SHOOTINGS 2003–2015

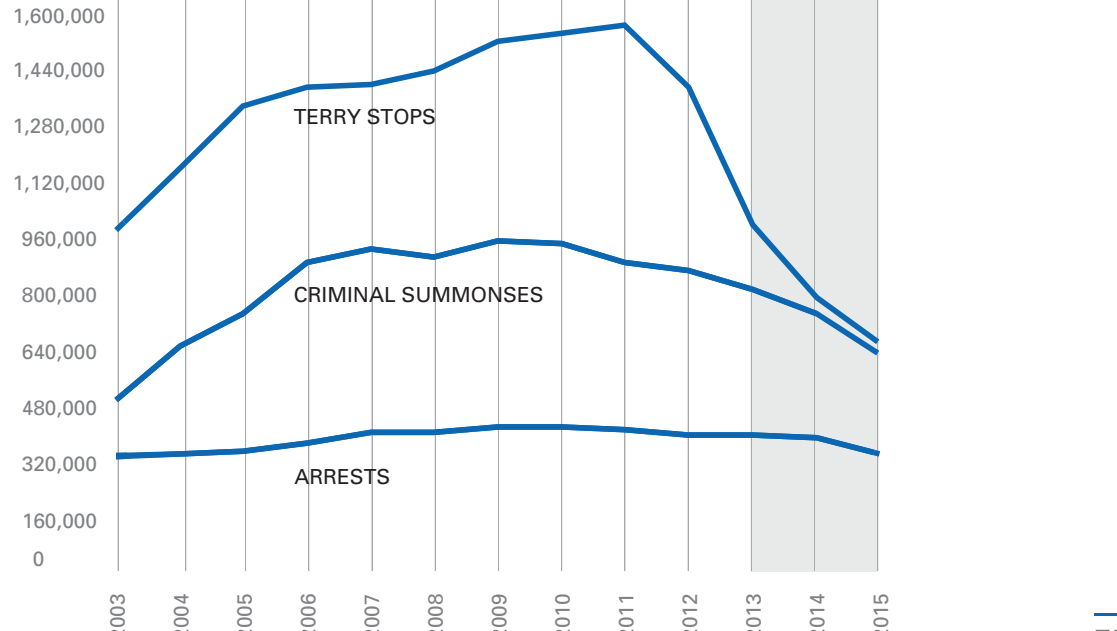


# MURDERS 2003–2015



# PEACE DIVIDEND 2003–2015

Data for categories are stacked





**1845**  
New York state passes the Municipal Police Act, creating a professional police force.

**1863**  
Over four days in July, the Draft Riots, the largest urban insurrection in American history, wrack New York City. Superintendent John Kennedy is seriously injured after being attacked by a mob. The NYPD performs nobly, saving the lives of the children in the Colored Orphan Asylum when it is burned, but their attempts to quell the riots are ultimately unsuccessful. State militia and federal troops are required to restore order.

**1898**  
On January 1st, the New York City we know today is born with the annexation of Brooklyn, Staten Island, modern-day Queens, and the eastern portion of the Bronx; the modern NYPD is formed from the merger of 18 different municipal police departments.

**1901**  
The NYPD replaces the Board of Commissioners with a single Police Commissioner, appointed by the mayor, upon legislation signed by New York Governor Theodore Roosevelt, who had been superintendent of the board from 1895 to 1897; Michael C. Murphy is first to occupy the position.

**1911**  
Samuel J. Battle, the consolidated NYPD's first black officer, is hired. Seven years later, the Department hires its first six police women.

**1918**  
The NYPD first uses cars for patrol. In 1920, radios (receivers only!) are installed as well. The NYPD's term for squad cars—RMPs, or Radio Motor Patrols—is born.

**1933**  
The New York City Transit Police, a separate department to patrol the growing mass-transit system, is founded. In 1952, another separate department is established, this one dedicated to the New York City Housing Authority (NYCHA).

**1934 to 1945**  
Lewis J. Valentine serves as Police Commissioner under Mayor LaGuardia, and is charged with cleaning up the Department after the 1931 Seabury Investigations revealed widespread corruption.

**1958**  
A new, automobile-based deployment model, centered on geographical precinct sectors with assigned RMPs, hastens patrol's transition away from the footpost and towards the car.

**1966**  
Following the Harlem Riot of 1964 and the Watts Riots in 1965, the NYPD inaugurates the Community Relations Division, forerunner of the Community Affairs Bureau. Two years later, the Kerner Commission releases the "Report of the National Advisory Commission on Civil Disorders."

**1970 to 1972**  
The Knapp Commission, informed in part by whistleblowing from Officer Frank Serpico, investigates corruption in the Department.

**1976 to 1980**  
Following New York City's mid-decade financial crisis, the NYPD lays off officers and freezes hiring.

**1985**  
Crack cocaine first appears, and, within six months, contributes to an 18 percent increase in robberies. Murders climb throughout the rest of the decade, with as many as 40 percent attributable to drugs.

**1990**  
By year's end, New York City sees the worst violent crime in its history, including 2,245 murders, the highest number ever recorded in a single American city.

**BROWN** 1990–1992

**1991 August**  
Ethnic tensions between blacks and Hasidic Jews explode in a three-day race riot in Crown Heights, Brooklyn.

**1993 February**  
The World Trade Center is attacked by an Islamist terrorist cell, who detonate a vehicle-borne bomb, killing six and injuring more than 1,000. Elements of this cell are connected to and influence the 9/11 attacks.

**KELLY** 1992–1993

**1994 January**  
William J. Bratton becomes Police Commissioner, bringing the Broken Windows philosophy he had used to turn around the NYC Transit Police in 1990 and 1991.

**1994 April**  
The first CompStat session is held. The brainchild of Deputy Commissioner Jack Maple, Chief of Department Louis Anemone, and Commissioner Bratton, CompStat revolutionizes management accountability in the NYPD and other police departments across the country.

**BRATTON** 1994–1996

**1995 April**  
The Transit Police merge with the NYPD, followed by the Housing Police in May. The consolidation increases the NYPD's headcount by 16%, and enhances coordination in addressing crime and quality-of-life offenses in the subways and public housing.

**1997 August**  
An on-duty officer assaults and tortures Abner Louima in a precinct bathroom. The officer is sent to prison, but the crime marks the beginning of a deterioration in police/community relations after the goodwill generated by the remarkable

**SAFIR** 1996–2000

crime declines achieved since 1994. When Amadou Diallo is killed by police in a tragic shooting in 1999, the NYPD rolls back many of its more proactive crime-control strategies.

**2000 January**  
Commissioner Safir and the Alliance for Downtown New York open the New York City Police Museum.

**KERIK** 2000–2001

**2001 September**  
The 9/11 attacks destroy the World Trade Center and kill more than 2,600 people in New York City, including 23 members of the NYPD. The ensuing rescue effort turns all too quickly into the recovery of remains and crime-scene work. Since 9/11, more than 115 officers have died of illnesses related to work at the site.

**2002 January**  
Commissioner Kelly announces the creation of a new Counterterrorism Bureau and the restructuring of the Intelligence Bureau. Within a few years the NYPD creates the Overseas Liaison program, Hercules teams, and the NYPD Shield conferences.

**KELLY** 2002–2013

**2003 January**  
Operation IMPACT begins, sending officers straight from the Academy to the city's highest-crime neighborhoods with minimal field training and high expectations for enforcement activity.

**2005 December**  
The NYPD maintains order, facilitates traffic flow, enforces carpooling, and keeps the city moving during a massive three-day transit strike.

**2008 September**  
The NYPD releases the Annual Firearms Discharge Report, tallying every firearms discharge by its officers. The document is the most transparent and

complete of its kind in the nation, and becomes codified in city law.

**2010 February**  
After consultation with the American Bar Association and the Innocence Project, the NYPD launches a pilot to videotape interrogations. Citywide expansion is completed by 2015.

**2012 October**  
Hurricane Sandy strikes the region, ultimately claiming 43 lives in New York City, including an off-duty NYPD officer killed while rescuing family members. The storm devastates transit infrastructure, shuts down the electrical grid, and destroys or damages tens of thousands of homes. Total losses exceed \$19

billion. Despite severe damage to several facilities and the loss of hundreds of vehicles, the NYPD undertakes rescues, facilitates evacuations, enforces fuel rationing, prevents looting, and preserves order.

**2013 August**  
In the class action suit *Floyd v City of New York*, a federal judge rules that the NYPD's use of Terry stops—also called "stop, question, and frisk"—has resulted in "widespread Fourth Amendment violations." After a decade of increases, stops had peaked at 694,482 in 2011; they would be down to 194,143 by the end of 2013.

**2014**

**January 1**  
Mayor Bill de Blasio appoints William J. Bratton Police Commissioner.

**January 23**  
Commissioner Bratton sends his first tweet and the NYPD enters a new social media era. By December 2014, all precincts and PSAs have Twitter accounts.

**April 10**  
Reengineering 2014 begins. Ninety-six teams in 16 groups with more than 1,200 participants of all ranks are tasked with a CAT scan of the Department. Reengineering will make more than 800 recommendations to the Police Commissioner.

**April 10**  
The Grand Larceny Division is launched with 265 investigators and officers to address the fast-growing crime, which includes organized retail theft, identity theft, and many cyber crimes.

**July 2**  
The Community Partner program, built on mutual respect and shared responsibility, begins with community volunteers helping new officers learn about their precincts.

**July 7**  
Operation All Out begins with the three-month summer deployment of 314 police officers and detectives from administrative and training roles to 15 high-crime precincts and PSAs for three months. In those commands, homicides drop 25.8% and shootings 19.5% from the same period in 2013. The program is repeated in 2015.

**October 23**  
Mobile Digital is announced. The first phones will be distributed in May 2015, and by March 2016 every officer will have one. The smartphones put the range of NYPD databases and the Domain Awareness System in the hands of cops in the field.

**2015**

**December 3**  
NYC Ceasefire holds its first call-in. It focuses on the very small number of people who commit the majority of gun violence—primarily young gang members. Ceasefire tells these young men there are alternatives to entering the system, but that the violence will not be tolerated.

**December 29**  
The first true field training program in over a decade begins with the assignment of 884 academy graduates to dedicated field training officers. During the six-month training program, probationary police officers spend two months on each of the three patrol tours.

**January 5**  
20K Training begins, offering in-service officers recurring instruction in police ethics, deescalation, tactics, and the nobility of policing.

**March 16**  
ShotSpotter detection system launched to use state-of-the-art technology to detect gunshots. By year's end, the system has been deployed in 17 commands in Brooklyn and the Bronx, covering 15 square miles.

**May 11**  
The Neighborhood Policing pilot begins in the 033, 034, 100 & 101 precincts. Featuring steady sectors, response autos, and Neighborhood Coordinating Officers, the plan represents the first wholesale revamp of the NYPD's patrol model in decades.

**June 25**  
The NYPD's Plan of Action is revealed, and Mayor de Blasio announces the first headcount expansion in 15 years.

**September**  
From the US Open to the 70th United Nations General Assembly to a Papal visit, the NYPD sees the city safely through a busy September.



*"These names, etched in stone behind me, shall never be erased. Not from our hearts, not so long as anyone wears the blue. There are too many names, that's true. But we know as cops that they will be joined by more. The list will grow. Each day at their lockers, thousands of cops, here in New York, the surrounding communities around this country, and around the world, never forget that. They suit up. They suit up to go in harm's way, never knowing what they may face when they go on patrol. But it's what we do."*

POLICE COMMISSIONER WILLIAM J. BRATTON, AT THE NEW YORK CITY POLICE MEMORIAL, 9/11/2015



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5TH PRECINCT



# THE POLICE COMMISSIONER'S REPORT

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**First Deputy Commissioner**  
**Benjamin B. Tucker**

**Chief of Department**  
**James P. O'Neill**

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January 2016

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