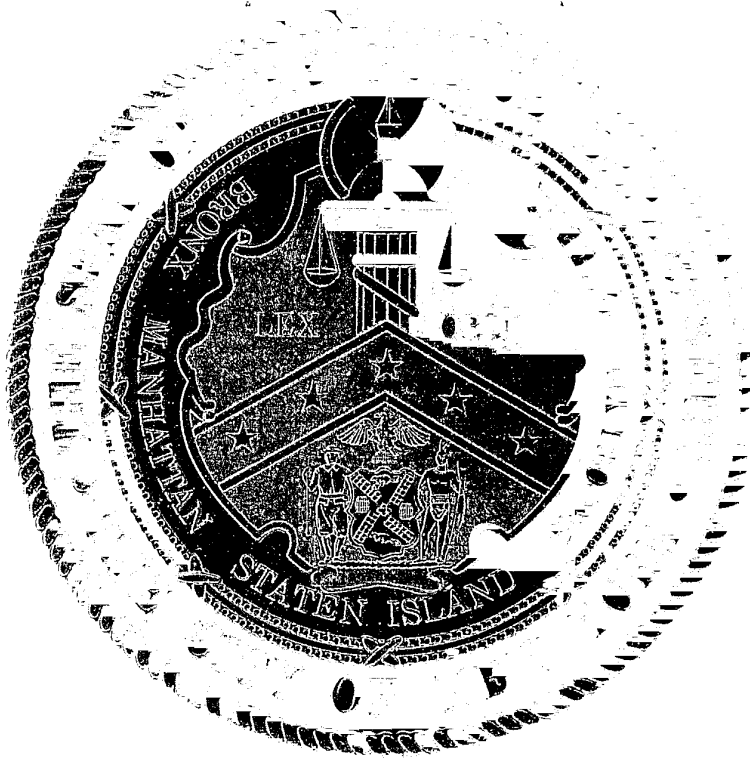


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U.S. Department of Justice
National Institute of Justice

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ACQUISITIONS

DEDICATION

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

Police Officer Francis LaSala
Emergency Service Squad #1
January 10, 1987

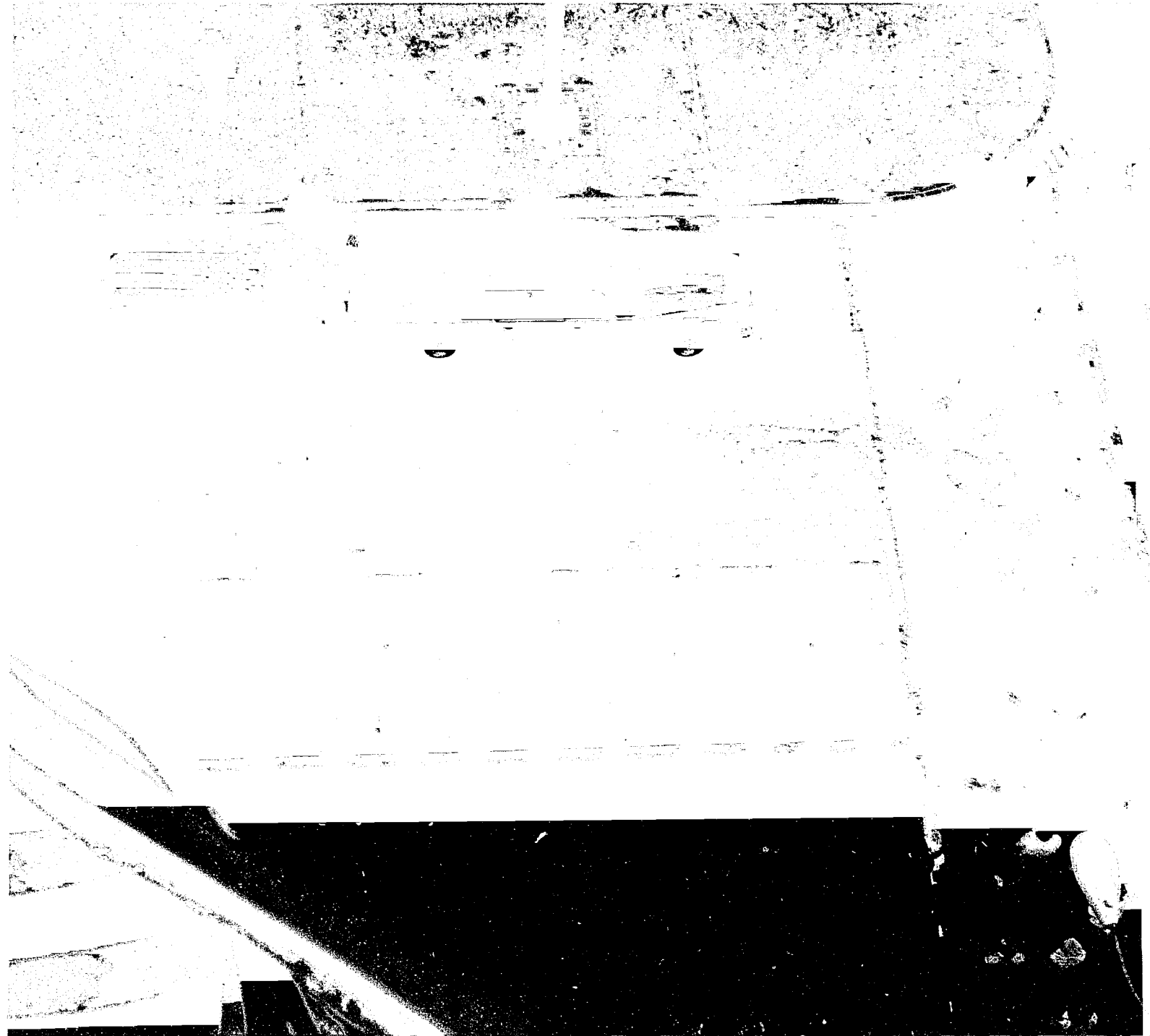
Police Officer Michael Reidy
41st Precinct
January 23, 1987

Detective Louis R. Miller
Field Training Unit #10
March 11, 1987

Police Officer George Scheu
115th Precinct
July 16, 1987

Detective Myron Parker
Bronx Narcotics Area
August 20, 1987

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MESSAGE FROM THE POLICE COMMISSIONER

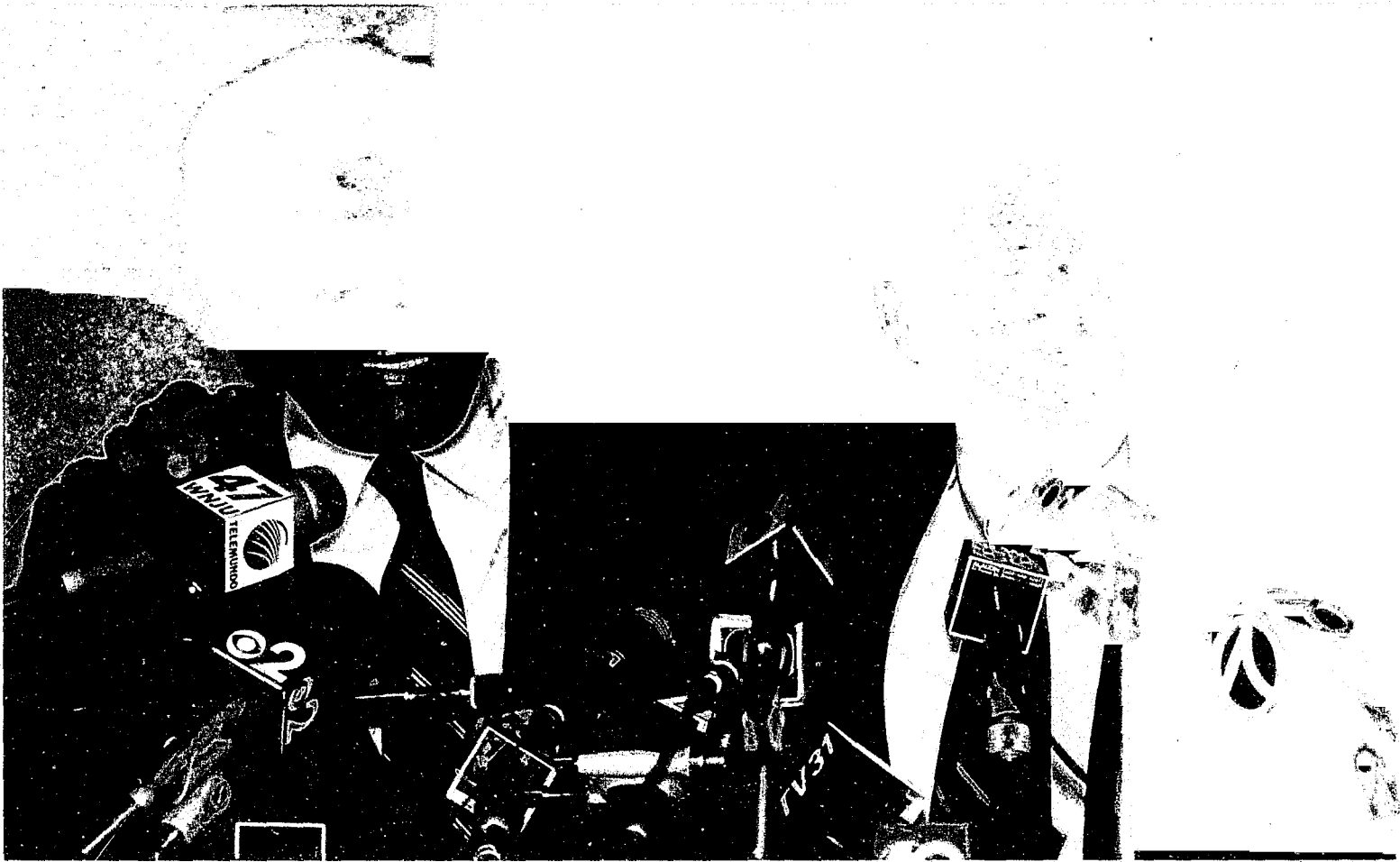
As you read this annual report, you will understand why I say that 1987 was a productive year. The report not only describes the Police Department's on-going programs, it also details the many new and exciting initiatives we began last year, to continue to provide maximum quality services to our community.

You will see that we persist in our fight against drugs. Successful programs were preserved and new inter-agency initiatives were mounted. In addition, we were able to maintain our emphasis on community-oriented policing by creating more Community Patrol Officer Programs in precincts, raising the number from 42 to 55 out of 75 precincts. By 1988, all 75 precincts will have CPOP units. Furthermore, I am very pleased to say that in 1987 we continued to replenish the strength of the Department by increasing our workforce to 27,545 uniformed and 6,862 civilian employees. We can certainly look back on the year 1987 with pride.

We also look back in sorrow as we remember that during this last year, five of our officers were killed in the line of duty. The Department honors and will always remember Police Officer Francis LaSala, Police Officer Michael Reidy, Detective Louis R. Miller, Police Officer George Scheu, and Detective Myron Parker.

After reading this report, I am sure you will agree with me that we have every reason to have a sense of trust and confidence in the men and women of the New York City Police Department.


Benjamin Ward
Police Commissioner



“We have every reason to have a sense of trust and confidence in the men and women of the New York City Police Department.”

INTRODUCTION

NEW YORK CITY is the largest and most uniquely complex city in the United States covering an area of more than 319 square miles with over 6,000 miles of streets, 35,000 street intersections, 194 miles of highways, 65 bridges, 8 tunnels and over 578 miles of waterfront.

Scattered throughout the five Boroughs of Manhattan, Queens, Brooklyn, the Bronx and Staten Island, the City has an unparalleled multi-ethnic resident population of over 7 million people and an estimated transient population of over 3 million. In 1987 alone, New York City hosted 985 conventions and attracted almost 18 million tourists, over 3 million of whom were from overseas.

New York residents range from the affluent to the middle class to the poor and reside in neighborhood communities as ethnically, culturally and economically diverse as Chinatown, Little

Italy, Soho, Greenwich Village, Park Avenue, Riverdale, Forest Hills, Harlem, Bedford Stuyvesant and the South Bronx.

Commercially, New York City has the biggest maritime port in the United States and is the home of the world's largest financial center, the New York and American Stock Exchanges. The City is also the nation's leader in manufacturing and service industries and is the center for television, radio, book publishing and other mass-communications. It is also considered by many to be the entertainment and cultural capital of the world with almost 400 theatres, over 150 museums, and 400 art galleries.

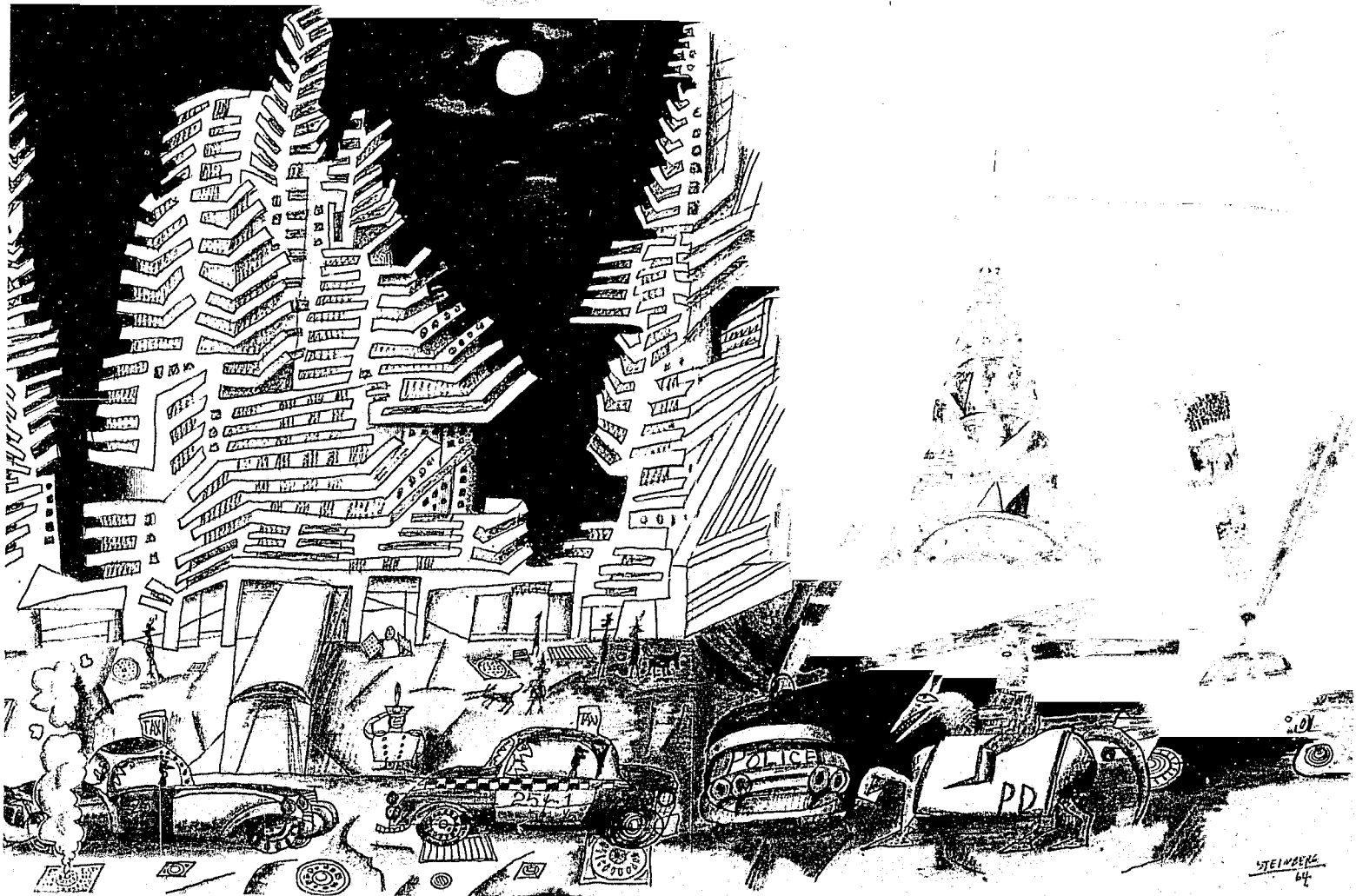
In addition, the City boasts 2 international airports, about 200 skyscrapers, 70,000 retail stores, 12,000 licensed taxicabs, 3,500

churches, 1,100 parks and playgrounds, 18 miles of public beaches and over 100 hospitals. It is also the home of the United Nations and host to the largest diplomatic community in the world consisting of 159 missions and over 30,000 diplomats from all over the globe.

The enormous task of serving and protecting the people of this uniquely complex and diversified colossus of a city is the duty and responsibility of the New York City Police Department.

NEW YORK'S "FINEST"

New York's "Finest", the New York City Police Department, like the City itself, is the largest municipal law enforcement agency in the United States. In 1987, its total uniformed personnel strength numbered 27,545, which is more than the combined number of police in Chicago, Los Angeles and Philadelphia.



STEINBERG
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INTRODUCTION

Under the leadership of the Police Commissioner and his chief executives, the Police Department's mission is to safeguard the lives and property of the public, to respond to crimes in progress and all other emergency calls, to investigate reported crimes, apprehend the violators and to aggressively address conditions that affect the quality of life in the City. The Police Department also plays a vital service role in the community by responding promptly to emergencies and disasters; ensuring order at public events, demonstrations and civil disturbances; intervening in family and public disputes; referring people in distress to appropriate social service agencies and instructing the public in effective crime prevention.

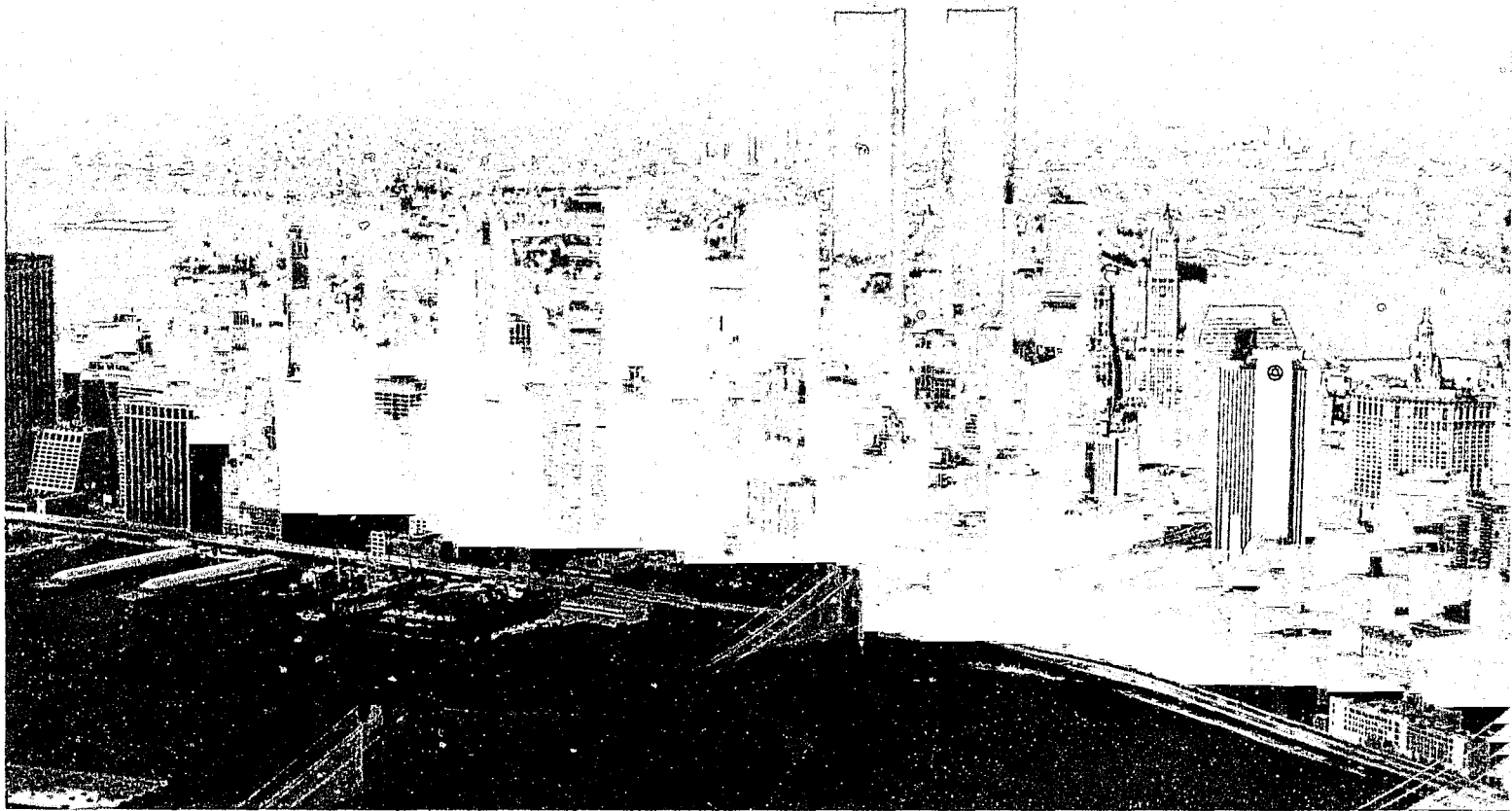
In order to carry out this mission, the New York City Police Department is of necessity, operationally and functionally as diverse as the City itself. Its members must be highly trained, dedicated, resourceful professionals possessing a wide variety of skills and abilities.

Among their many roles, the Police function as homicide, robbery and narcotics investigators; experts on organized crime control, anti-terrorism, hostage negotiation, bomb disposal, firearms and ballistics, rapid mobilization, and crime prevention. They are also specialists in land, sea, and air patrol and rescue.

Working in tandem with the uniformed members are 6,862 civilian employees. These individuals perform a broad variety of essential managerial, staff,

and support functions, including positions as lawyers, crime analysts, mechanics, word processors, computer system managers, programmers, dispatchers, administrative managers, psychologists, fingerprint technicians, and doctors.

Some of the resources and equipment used by the Department include over 1,300 radio motor patrol cars; 1,400 unmarked sedans; 83 motorcycles; 722 scooters; 600 trucks, buses, tow trucks, wagons, vans, tractors and trailers; 49 emergency service vehicles; 23 taxicabs; 4 bomb disposal vehicles; 10 harbor launches; 13 speed boats; 6 helicopters; 116 horses; 44 dogs and over 11,000 portable radios.



INTRODUCTION

Of all the resources employed by the Department, the most important and vital is the Police Officer on patrol. Operating out of 75 patrol precincts throughout the five boroughs of the city, police patrol officers are a stabilizing force within the community and are usually the first on the scene of any crime, disorder, accident or emergency. Their training, judgment and integrity are essential to the execution of the Department's mission.

In 1987, police officers were dispatched to 3,952,970 emergency calls for assistance. In addition, they made 227,341 arrests, issued 6,131,320 summonses, and handled 569,931 emergency assistance and accident cases.

True professionals, the members of the New York City Police Department earn the title — New York's "Finest"— every day.

Executive Staff

Top Photo:

**Police Commissioner, Benjamin Ward (center)
First Deputy Commissioner, Richard J. Condon (left)
Chief of Department, Robert J. Johnston, Jr.**

Deputy Commissioners

Row 1 left to right:

Legal Matters, Robert Goldman; Management & Budget, Joseph P. Wuensch; Public Information, Alice T. McGillion; Community Affairs, Wilhelmina Holliday

Row 2 left to right:

Trials, Rae D. Koshetz; Equal Employment Opportunity, George L. Sanchez; Civilian Complaint Review Board, Sandra M. Marsh

Bureau Chiefs

Row 3 left to right:

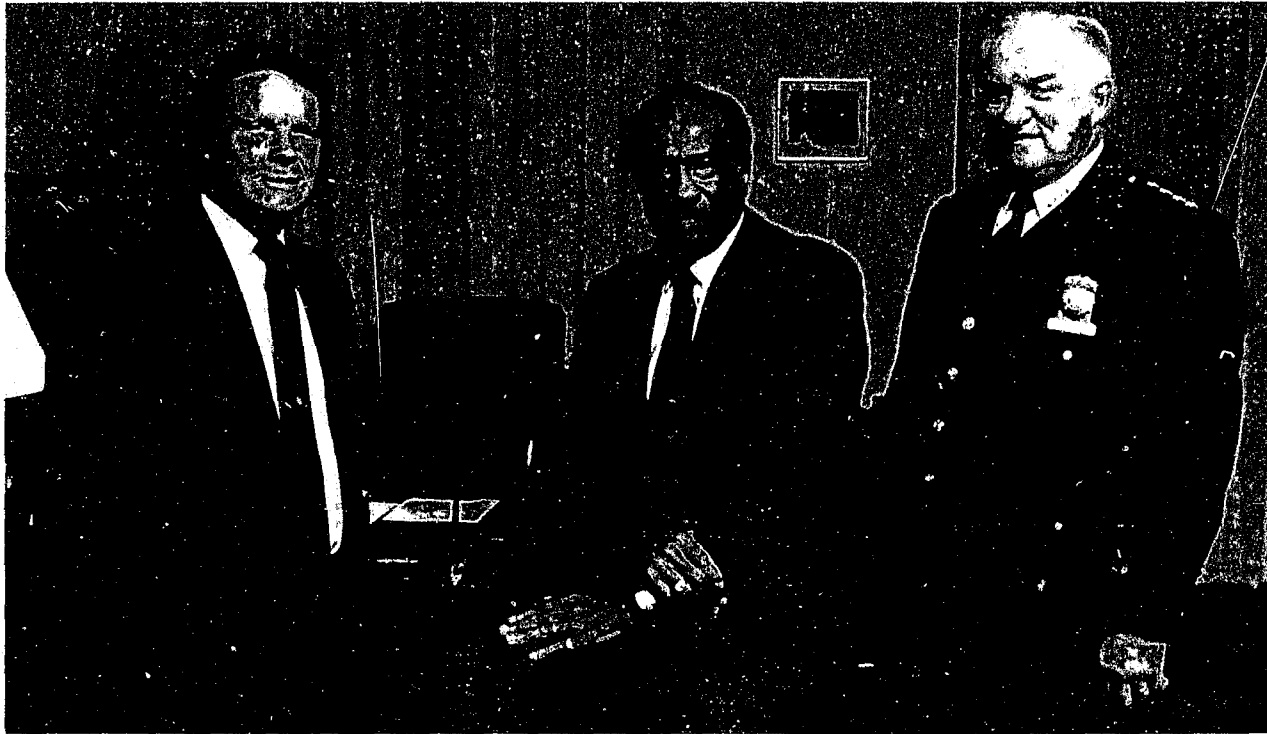
Patrol, David W. Scott; Detectives, Robert Colangelo; Inspectional Services, Daniel F. Sullivan; Organized Crime Control, Raymond L. Jones

Row 4 left to right:

Personnel, Anthony M. Voelker; Supervising Chief Surgeon, Robert E. Thomas, M.D.

The following individuals also served the department during 1987:

*Deputy Commissioners: Management & Budget, Barry E. Lipman (Resigned 4-87); Trials, Hugh H. Mo (Resigned 4-88); CCRB, Charles J. Adams, (Resigned 12-87).
Chief of Patrol, John P. McCabe (Retired 3-88)*



PROGRAMS AND INITIATIVES

Though it can be summarized in just eight words — protect life and property and preserve the peace — the police mission is in reality broad, complex and in a continuous state of redefinition. One strategy the New York City Police Department employs to keep pace with this evolving mandate is the use of "programmatic" initiatives.

The establishment of targeted and specifically tailored programs and procedures to address new or special situations provides the department with added flexibility in meeting, on a timely basis and in a thoroughly professional manner, its wide ranging responsibilities in an ever changing public safety environment. Over the course of the last few years many of these special programs have become an integral part of the Police Department's overall service objective. And, as the following thumbnail descriptions of selected initiatives make plain, they were major contributors to

the department's accomplishments during 1987.

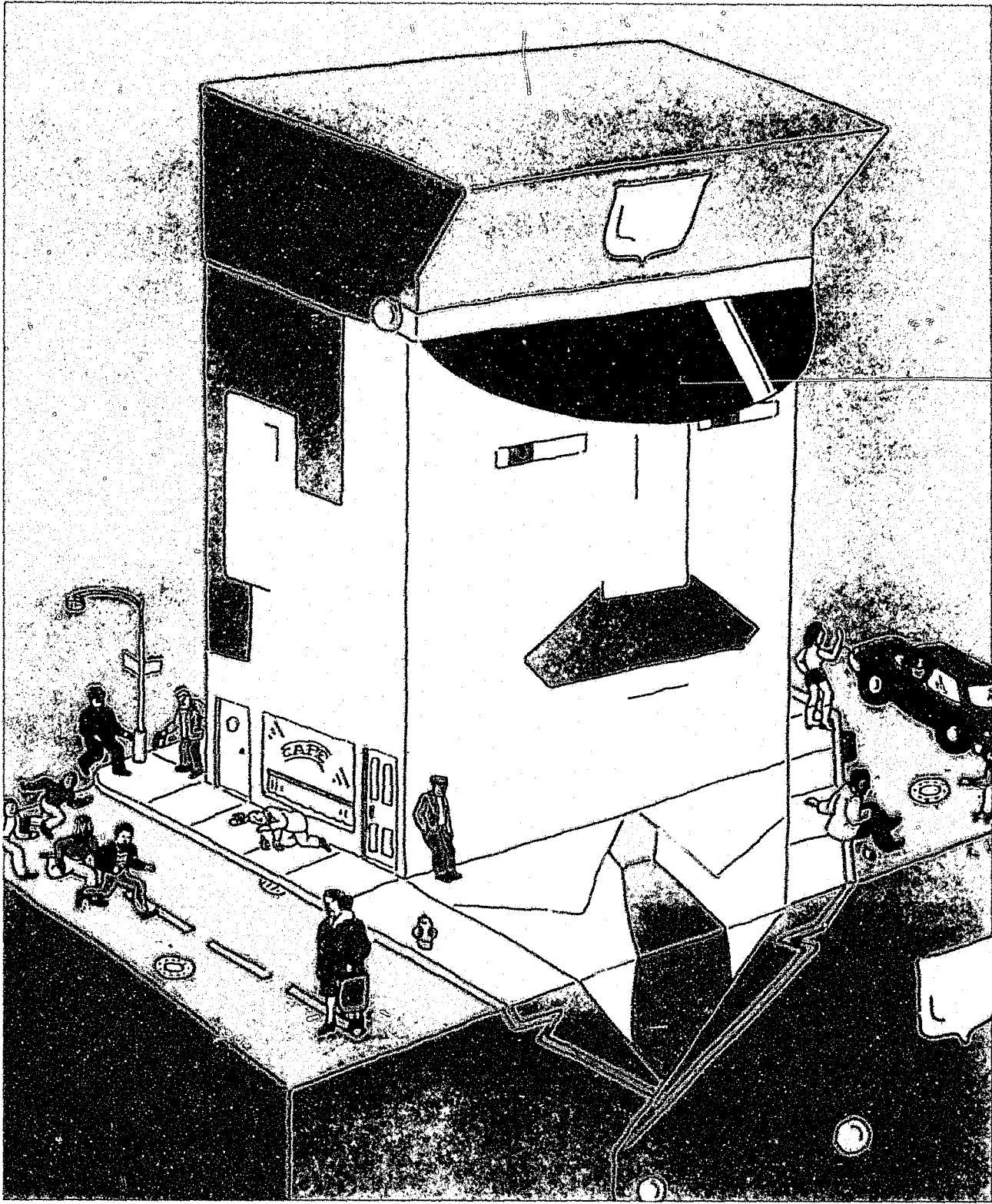
QUALITY OF LIFE PROGRAMS COMBATTING THE SIDEWALK NARCOTICS TRADE

Much has been said and written in recent years regarding the depth of commitment and effectiveness, on the national level, of America's so-called "War on Drugs." What follows is a brief report from the trenches of that war, which leaves no doubt about the NYPD's commitment to, and quantifiable success in, suppressing open drug dealing. *Operation Pressure Point I, II, III*

On January 19th, 1984, the department launched a major campaign to rid the Lower East Side's "Alphabet City" area of flagrant drug dealing. The scourge had turned some streets into open air drug markets as people lined up on sidewalks and outside buildings to buy heroin, cocaine and other controlled substances. The campaign was dubbed Operation Pressure

Point and entailed a concerted effort of centrally coordinated uniformed and undercover officers, including foot patrols, mounted officers, helicopter surveillance, and drug-detecting canines.

These tactics were extremely successful (to date, robberies and burglaries have been reduced by more than one third in the target area and grand larcenies have been cut in half), so much so that in March 1984, similar methods were employed in Central Harlem with equally good results (Pressure Point II). And on January 10th, 1985, 14th Street and Union Square Park were added to the program (Pressure Point III). By adapting the tactics used in Pressure Points I & II, Pressure Point III was able to eradicate the open drug trade in Union Square Park, which in turn effected a demonstrable improvement of the entire area. The combined



PROGRAMS AND INITIATIVES

Pressure Point Program has accounted for over 72,000 arrests (the great majority drug related) since its inception.

Bronx Anti-Narcotics Drive (BAND)

Capitalizing upon the success and tactical experience gained as a result of Operation Pressure Point, in June 1985, the Police Department began a similar saturation-style drug enforcement program in the Bronx, christened the Bronx Anti-Narcotics Drive (BAND). By the end of 1987, BAND had made over 11,000 arrests (88% for narcotic offenses), one half of which were effected during 1987. In addition, over 75,000 summonses have been issued in connection with this effort.

Operation Clean Heights

On April 11th, 1986, the NYPD, in cooperation with the federal Drug Enforcement Agency and federal and local prosecutors, implemented Operation

Clean Heights for the purpose of attacking drug trafficking in the Washington Heights section of Manhattan. The program also addresses the related and pervasive problem of double parking and derelict autos left on the community's streets. Additionally, to provide speedy trials of major offenders arrested as a result of Operation Clean Heights — and to send a clear message — priority was accorded to these cases by prosecutors in the federal courts. As of December 1987, over 12,000 arrests have been made, more than 9,300 vehicles have been towed away and in excess of 445,000 summonses have been issued pursuant to Operation Clean Heights.

Padlock Law Program

New York City's "Police Padlock Law" became effective on September 10th, 1984. This legislation authorized the Police Commissioner, after formal notice and hearing, to order premises closed for up to one

year if a pattern of criminal activity has been established. This law enables the Police Department to act against illegal drug and lottery operations civilly as well as criminally. As a result, by the end of 1987, more than 3,200 locations throughout the city had been stabilized/inactivated (three quarters of all targeted premises) due to legal actions brought under the provisions of this law; and in the wake of about 17,500 associated arrests.

Canine Drug Detection Unit

Because drug dealers are notoriously inventive in devising ways to hide and transport their illicit goods, the department created its Canine Drug Detection Unit in 1984 to assist its narcotics investigators in locating hidden caches of controlled substances. The four specially trained police handler/dog teams have successfully located large quantities of illegal drugs at the scene of literally hundreds of



Top left: A raid on a crack house.



Top right: NYPD handler/dog team searches for hidden drugs.

Right: Members of the New York Drug Enforcement Task Force with 500 kilos of seized cocaine.



PROGRAMS AND INITIATIVES

undercover drug arrests since this unit's creation. In 1987 alone, the teams were instrumental in the confiscation of contraband worth approximately \$26 million.

Special Anti-Crack Unit

During the fall of 1984 a virulent new form of "freebased" cocaine, known as crack, began to exert its influence on the streets of New York. Cheap, plentiful, highly seductive and enormously profitable, crack was immediately attractive to drug peddlers at all levels.

As its use and availability spread, its inherently destructive nature emerged and spread with it. By early 1985 hundreds of street "pushers" were hawking crack, not only at known drug sale locations, but also in areas of little or no previous drug activity. The street value of cocaine more than doubled to \$2,500 per ounce, six times the price of gold. Serious crime in the city increased for the first time in four years.

The NYPD confronted this new menace by assigning 300 handpicked Narcotics Division investigators to a Special Anti-Crack Unit within that division. Coincident with the establishment of the SACU — and in furtherance of its targeted enforcement responsibility — the department instituted the Crack Hotline telephone number (212-374-KRAK) exclusively for the receipt of crack information from the public.

By the end of 1987, the SACU had made almost 16,000 arrests and seized over 100,000 vials of crack. Meanwhile, since its inception the Crack Hotline has referred nearly 30,000 calls to the Narcotics Division for investigation.

Customer Car Confiscation Program

In July 1986 the department instituted the Customer Car Confiscation Program to deter suburbanites who regularly cross the George Washington Bridge from New Jersey and the Triborough Bridge from Westchester and Long Island into Harlem to purchase drugs (for both their

personal use and for re-sale in their own communities). To increase the cost of doing business for these criminal entrepreneurs, the department now subjects persons arrested in New York City for drug purchases involving vehicles to the added risk of having their autos seized pursuant to various federal, state and city statutes. This highly publicized forfeiture process — in the eyes of many young drug users/dealers — constitutes a far greater penalty than the applicable sections of the New York State Penal Law; especially if the car they risk having impounded belongs to their parents, relatives or friends.

In 1987, the Customer Car Confiscation Program seized a total of 786 vehicles involved in 990 drug arrests. Almost 40% of these vehicles bore New Jersey registrations.



Suspected drug dealers being held following a narcotics raid in the Washington Heights section.



Special Anti-Crack Unit personnel prepare to enter a crack den.

PROGRAMS AND INITIATIVES

Drugbusters

As successful as the department's special street level drug enforcement programs have been, the resources of the NYPD alone cannot erase narcotic trafficking from the city's streets. Like other "quality of life" programs that require community participation, narcotic enforcement efforts cannot be fully effective unless an aroused and concerned public becomes actively involved.

New York's communities are aroused over drug abuse and are increasingly providing more and more information to the police concerning drug trafficking. But, this cooperation is often provided on a random and informal basis. To regularize lines of communication between the department and involved citizens providing narcotics information, the NYPD inaugurated a programmatic narcotic intelligence gathering program in 1987 called Drugbusters. Under the coordination of the Deputy Commissioner of Community Affairs, Drugbusters was begun in

Queens, but will be instituted throughout the city during 1988.

Volunteer citizen Drugbusters are recruited and trained by local precinct Community Affairs Officers. They are assigned code numbers to insure their anonymity and trained in observation and reporting techniques. All narcotic intelligence information provided is reported to a central Drugbuster Reporting Desk at the Community Affairs Division, via a special Drugbusters Hotline (212-DRG-BUST), Monday-Friday, 7:00 AM to 8:00 PM. All information is then forwarded to the Narcotics Field Operation Desk for appropriate action. Participants are subsequently advised of the actions taken on their information unless they desire otherwise. By the end of 1987, there were 645 Drugbusters enrolled in the program.

Operation Queens

In September 1985, the department implemented Operation Clean-Up in the 103rd Precinct in Queens to act against local sidewalk drug trafficking and prostitution. Using undercover

Narcotics and Public Morals Division teams, in conjunction with highly visible uniformed patrols, as well as mounted and canine units, this operation made almost 900 prostitution and 800 narcotics arrests. In May 1987, Clean-Up II was initiated in the adjoining 113th Precinct to broaden the scope and influence of the initial undertaking.

But, even as Clean-Up II widened the targeted enforcement area, many of the criminals against whom the enforcement was directed were moving into nearby neighborhoods. Therefore, on October 1st, 1987, a concerted effort to address the problem of street level narcotics in all of southeast Queens (encompassing the 100th, 102nd, 103rd, 105th, 107th, and 113th Precincts) was instituted. Incorporating the pre-existing Operation Clean-Ups I and II, the new Operation Queens made over 1,300 arrests in its three months of existence during 1987.



The site of Operation "Buy and Cry" — the financial district.

A united police / community effort restores Washington Square Park to the law-abiding public.

PROGRAMS AND INITIATIVES

Wall Street "Buy and Cry"

It is a myth that drug abuse is exclusively a problem of the poor and ill-educated — as Operation "Buy and Cry" proved. Launched on April 1st, 1987 this operation vigorously attacked the daytime drug trade in the Wall Street area targeting not only the drug dealers, but the buyers as well. Wall Street drug trafficking had become almost as blatant as that which had existed in "Alphabet City" during its heyday.

Although it is often said that cocaine is the drug of choice among the young professional middle class, included among the drugs confiscated in connection with Operation "Buy and Cry's" 500 arrests were significant quantities of heroin, marijuana, crack and other controlled substances.

Washington Square Park Initiative

Although the department has had a drug abatement program for Central, Bryant and Washington Square Parks for

some time, efforts were redoubled in February 1987 in Washington Square Park due to the arrogant resistance of the drug dealers. Consequently, in a joint action, undercover Narcotics Division and uniformed Patrol Services Bureau personnel embarked upon an aggressive two week drug enforcement operation, including covert drug "buys" followed closely by associated "busts" of the numerous drug dealers.

Once the initial enforcement effort had cleared the park of these criminals, a highly visible uniformed police presence was maintained by the department — abetted by Parks Department architectural adjustments and a vigilant community — to ensure their continued absence. In 11 months almost 700 arrests have taken place in Washington Square Park. This has sent the clear message that New York City will not permit its parklands to be used as havens for drug sellers or drug users.

Operations "Housing Preservation And Development" And "Housing Project"

The gains the NYPD has achieved through street narcotics enforcement programs like the Parks Program, Pressure Point, BAND, Clean Heights, etc., have forced many drug dealers to move their operations indoors. To combat this situation, two operations were started in 1987.

Operation Housing Preservation and Development began on March 30th, 1987. This cooperative effort with the City Department of Housing Preservation and Development (HPD) focuses on "In Rem" housing (buildings abandoned by landlords, seized for nonpayment of taxes and administered by HPD) being used as "crack houses" and "shooting galleries." Initially, 86 premises were targeted, but by the end of the



The tense moment before entering a drug location.

PROGRAMS AND INITIATIVES

year a total of 177 locations had been identified and placed under surveillance. Through the execution of court-issued search warrants based upon this surveillance, and "buy and bust" tactics, more than 400 arrests were subsequently made at these sites and almost one quarter of a million dollars worth of contraband and other property seized.

Similarly, Operation Housing Project seeks to deter illegal drug activity in and around New York City Housing Authority properties. Joint NYPD Narcotics Division and Housing Authority Police teams, again using search warrants and undercover "buy and bust" tactics, were responsible for over 2,400 arrests and the seizure of property and contraband valued at almost one million dollars during 1987.

School Program to Educate and Control Drug Abuse (SPECDA)

Special enforcement efforts are essential in coping with the fluid and persistent nature of the street level drug trade — a fluidity and persistence based on an enormous profit potential with

little or no investment requirement and a substantial market demand. Legal sanctions can suppress this commerce in human misery, degradation and sometimes death; but only the elimination of the demand will eradicate it. Since 1984, when it first introduced the School Program to Educate and Control Drug Abuse (SPECDA), the New York City Police Department has been in the forefront of this preventive approach to defeating drug abuse.

SPECDA, a cooperative effort of the NYPD and the New York City Board of Education, seeks to remove drugs from the city's schools by a combination of sustained enforcement in the vicinity of schools and the provision of factual information on the hazards of drug abuse to the targeted pre-teen school population. This program has gained national and international recognition for both its message and its success in delivering that message; and has prompted many invitations for presentations and seminars.

In 1987, at the invitation of the International Association of Chiefs of Police (IACP), SPECDA personnel conducted a three day seminar in Washington D.C. for other law enforcement agencies, educators and representatives of the armed forces on the topic: Developing School Drug Education Training Programs. The concept of fighting drugs, based upon knowledge, individual responsibility and self-esteem, is growing throughout the nation and the NYPD is proud to have been instrumental in its inauguration.

COMMUNITY PATROL OFFICER PROGRAM

In recent years the department's efforts to broaden its neighborhood based crime fighting and crime prevention strategies have centered around the Community Patrol Officer Program (CPOP).

CPOP, developed by the department in cooperation with the Vera Institute of Criminal Justice, is a precinct (neighborhood) based program wherein a



SPECDA member teaching children to be drug-resistant.



A CPOP officer, accompanied by a police cadet, talks with a resident of his "beat".

PROGRAMS AND INITIATIVES

team consisting of one sergeant and ten police officers is assigned to an area consisting of approximately 20 to 30 square blocks with identifiable community boundaries. Prior to their assignment these officers are given specialized training, including "problem solving" and "community organization" techniques. Each officer, under the supervision of the team sergeant and responsible to the precinct commander, is accountable for the identification of police problems on his or her "beat" and the development of neighborhood-based strategies to combat them. CPOP officers are also charged with the responsibility to act as liaison between the community and various precinct resources (such as the Crime Prevention, Community Affairs and Integrity Control Officers) to ensure open lines of communication between "their neighborhood" and other members of the precinct.

CPOP began as an experiment in one Brooklyn precinct in June 1984, and has been incrementally expanded ever since. During 1987, fifteen precincts were added to the program, bringing to fifty-five the total number of operational CPOP units. This program has been extremely successful in bringing the community and the local police together in fighting and preventing crime — to which CPOP officer attendance at over 13,000 community meetings and participation in the creation of over 300 neighborhood organizations attests. The department will extend the program to all 75 precincts by the end of 1988.

BIAS INCIDENT INVESTIGATING UNIT

The NYPD has maintained a Bias Incident Investigating Unit since 1980 to record, investigate and analyze crimes motivated by hate based upon the victim's race, ethnicity, religion, sexual

orientation or political beliefs. In 1987, a total of 465 confirmed bias incidents occurred in New York City — almost doubling the number which occurred in 1986.

As part of its mission to provide support to victims of hate crimes, in 1987 the BIU:

- Implemented the "Good Neighbor Program" in ten precincts in Brooklyn and Queens, which facilitates the lending of support to victims by other members of the community. Originally conceived as a program involving only concerned adults, it has since been broadened in the 106th Precinct to include caring teenagers willing to assist youthful victims of bias;
- Instituted advanced sensitivity training programs for members of the department. The focus of the training is to develop the

ability of personnel to recognize bias incidents and to effectively empathize with and assist victims;

- Improved its contacts with the New York City Human Rights Commission, the Mayor's Community Assistance Unit and District Attorneys' Offices enhancing coordination and sharing of information which has led to more efficient deployment of personnel. Other contacts include the Anti-Defamation League, the Urban League and the Gay and Lesbian Anti-Violence Project.

When an investigation by the BIU indicates a specific incident is particularly sensitive and/or potentially explosive, the Office of the Deputy Commissioner of Community Affairs will confer with precinct community affairs personnel and coordinate efforts to diminish lingering animosities.

DOMESTIC VIOLENCE PREVENTION PROGRAM

The problem of street crime is one which all New Yorkers are only too well aware of. However, in addition to street crime,

enlightened communities now also recognize violence between family members as a major criminal concern. The proposition that domestic violence is a crime is at last replacing the notion that it is a private family matter.

Historically, police strategies for dealing with domestic violence have been limited to separating the disputants. The first major change in the police response to family violence occurred in New York City in the early 1970s with the introduction of "crisis intervention." This strategy called for police officers to intervene as "mediators" in family disputes.

However, in the late 1970s this policy gave way to one that favored the arrest of the offender as the best way to end the violence. Subsequent research has supported the proposition that arrests are more likely to interrupt the cycle of repeated episodes of violence than other approaches.

The essence of the NYPD's policy is that police officers, regardless of whether or not the victim requests it, must arrest the offender in a domestic dispute when they have probable cause to believe that the offender has committed a felony or violated a court-issued Order of Protection.

In 1984, the department began an intensive effort to ensure full compliance with this policy. Department directives were reissued clearly detailing this more aggressive police role in dealing with domestic violence. As a result, police officers have tangibly increased their concern for families in turmoil. Since that time, police crime reports alleging family violence have increased 135% and the arrest rate for offenses between family members has increased 315%.

PROGRAMS AND INITIATIVES

PROGRAMS AND INITIATIVES

In addition, the NYPD is also participating in a joint family violence prevention venture with the Victim Services Agency. The "Domestic Violence Prevention Program", which began in 1984 in three precincts and expanded to another in 1986 and a fifth in 1987, employs a team approach to family violence consisting of a full time Domestic Violence Prevention Officer and a victim counselor. The police officer contacts problem households either by mail, telephone or in person and explains the department's arrest-oriented policy; subsequently, the VSA counselor details what services may be available to the family to deal with their problem.

From July 1985 through December 1987, the NYPD/VSA teams mailed over 26,500 letters, conducted more than 12,000 phone interviews and personally met with 1,500 families in furtherance of the Domestic Violence Prevention Program's goals.

NON-LETHAL RESTRAINING DEVICES

The department's policy is to employ the minimum physical force when attempting to restrain violent individuals. To accomplish this, it uses a number of non-lethal devices that will prevent serious injury. During 1987, the majority of these devices were authorized for use only by Emergency Service Unit officers. However, their use will be expanded next year, making many of them available to all patrol officers.

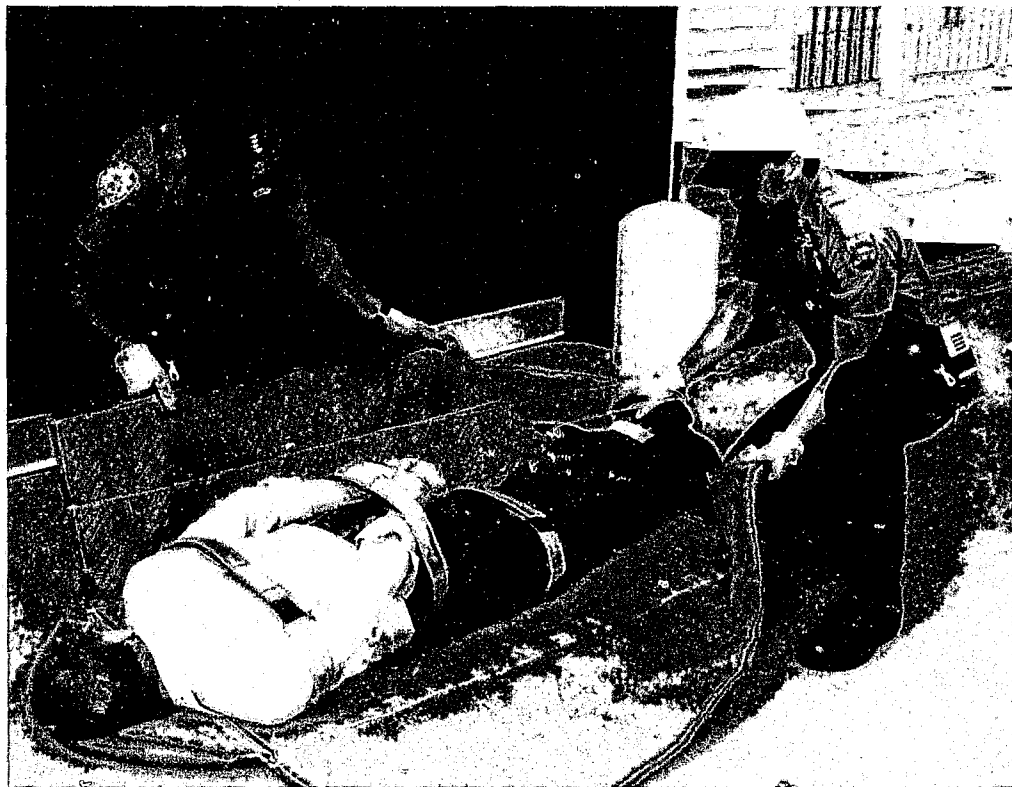
The major non-lethal weapon in the department's arsenal is the TASER, a hand held electronic immobilizing device which simultaneously shoots two darts that discharge an electrical force into a person's body. The TASER does not depend upon impact or body penetration to achieve its purpose. Its pulsating electrical output causes involuntary muscle contractions and a resulting loss of balance. A person who has been TASERed will feel dazed for some minutes after-

ward, but there is no permanent or long-term aftereffect. During 1987, department personnel used the TASER to subdue violent, uncontrollable persons on 70 occasions.

Another electronic immobilizer used by the Emergency Service Unit during 1987 is the NOVA Stun Device. This device is similar to the TASER, but it is mounted on a seven foot pole and must directly touch the subject to be effective. Other devices used during 1987 were: a five foot high, see-through, polycarbonate riot shield, capable of providing protection against bricks, bottles, and bats; a "shepherd's crook," (a pole with a hook on the end which can be used to trip a subject); a fire extinguisher which shoots water under 100 pounds of pressure; and vinyl leg straps secured by velcro fasteners, used to effectively and safely bind the legs of violent persons.



A police officer aims a TASER, an electronic immobilizing device.



Police officers demonstrate the use of vinyl body straps and blanket designed to hold violent persons.

PROGRAMS AND INITIATIVES

Lastly, in November, 140 police officers participating in a pilot program began using the side handle baton. The baton has greater self-defensive utility over the straight baton, reducing the need for the police officer to take offensive action.

During 1987, the department responded to over 43,000 emergency calls involving emotionally disturbed persons. Two incidents resulted in fatalities of the emotionally disturbed person. Both incidents involved armed and dangerous persons.

ABANDONED VEHICLE PROGRAM

Abandoned vehicles do not generate the intense interest that violent crime does, but they contribute to neighborhood decline and impede revitalization.

The New York City Police Department recognizes the need to remove abandoned vehicles before they encourage community blight. In fact, the NYPD has two programs just to address abandoned vehicles, and a third that targets flagrant and repeated illegal parking.

A primary source of abandoned vehicles is the stolen auto that is used for a short time by the thief who then simply walks away from it. If left alone, scavengers will swoop down and carry off valuable parts, littering the streets in the process. To prevent this from happening, the city has enlisted 142 private tow companies to participate in the department's Rotation Tow Program. Under this program, the NYPD notifies these companies, on a rotating basis, to remove such vehicles for safekeeping. During 1987 they removed over 34,000 vehicles.

Sometimes abandoned vehicles have no value. As part of the department's Derelict Vehicle Relocation Program, such vehicles are removed by police tow trucks to a central location for disposal by the Sanitation Department. In 1987, over 8,700 vehicle shells were disposed of in this manner to improve the quality of neighborhood life.

Scofflaws will park their cars anywhere, with utter disregard for the convenience or safety of others. They receive numerous summonses, but do not respond to them. When the department identifies a scofflaw's vehicle, in accordance with its Scofflaw Plate Removal Program, it issues a summons and removes the vehicle license plates. The motorist then has 48 hours to remove the vehicle from the street before it is towed as abandoned. During 1987, plates were removed from over 2,100 scofflaw vehicles.

UNLICENSED PEDDLER FORFEITURE PROGRAM

The Unlicensed Peddler Forfeiture Program continues to successfully and simultaneously address two critical social issues: unlicensed street peddling and the poor and homeless. Special van-equipped police squads confiscate unlicensed vendors' wares, thereby removing this public nuisance from city streets. In cooperation with the Human Resources Administration, the department donates selected seized property such as clothing,

footwear, toys and bedding to the city's poor and homeless population. In 1987, 830 cartons containing 95,465 pounds of merchandise were released for distribution to the needy. Confiscated foodstuffs in good condition were distributed to soup kitchens throughout the city.

CRIME VICTIM PROGRAMS

In New York City the police response to crime extends beyond prevention and apprehension. It also includes a concern and broad-based support network for the victims of crime. The department's Victim and Volunteer Services Section provides full-time monitoring, review, and evaluation of the department's treatment of and services provided to innocent crime victims. In addition, it administers the department's Crime Victims Notification System. This system, created in 1986, ensures that victims of certain crimes are made aware of crime victims' compensation programs. Under these programs certain crime victims are reimbursed by New

York State for the loss of wages, cost of medical care, replacement of eyeglasses or similar personal losses attributable to their victimization.

During 1987, the department mailed over 144,000 compensation notifications, and Community Police Officers visited 31,000 crime victims to inform them of their rights and provide referrals to victim assistance programs.

OPERATIONAL AND INVESTIGATIVE INITIATIVES

DETECTIVE BUREAU OPERATIONAL ENHANCEMENTS

Crime increased in 1987, both locally and nationally, for the third year in a row. Moreover, the number of homicides in New York City grew by 6% from the previous year. These unsettling trends have not gone unnoticed, or unaddressed, by the department's Detective Bureau.

Brooklyn and Queens Homicide Squads.

Staffed with highly experienced detectives, these squads assist precinct investigators in all phases of homicide investigations from the initial response to the crime scene through the arrest and trial of the accused. The Queens Homicide Squad responded to 290 incidents in 1987, while the Brooklyn Squad augmented 96 homicide investigations during the year. *Homicide Apprehension Team.*

The Manhattan North Homicide Apprehension Team was formed within the Central Robbery Division in June 1987 to combat the surge in homicides in upper Manhattan related to internecine drug violence. As a part of the Career Criminal Apprehension Unit, this specialized team investigates homicide cases that are selectively referred by the Manhattan Detective Borough Commander. Once H.A.T. makes an arrest, it returns the case to

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the originating precinct detective squad for processing and presentation to the district attorney.

During its first six months, the Homicide Apprehension Team arrested eight people who were implicated in numerous homicides. It is expected that the number of homicide arrests and the clearance rate will increase as the unit more fully establishes itself within the community.

"Wild Bunch" Task Force.

On July 1st, 1987, the streets of Brooklyn became demonstrably safer. On that date the Kings County District Attorney announced the arrest and indictment for murder of four members of a notorious drug-dealing gang known as "The Wild Bunch." The arrests came about as a result of a joint investigation by the District Attorney's Office and Brooklyn detectives. The joint "Wild Bunch" Task Force focused its efforts in the Bedford-Stuyvesant and Brownsville sections of the borough and, as District Attorney Elizabeth Holtzman stated when announcing the indictments,

"[This] show[s] what can be accomplished when law enforcement authorities work together to get these dangerous people off the streets."

Felony Augmentation Program.

The underlying proposition of the Detective Bureau's Felony Augmentation Program (FAP) is that a relatively small percentage of the criminal community commits or is responsible for a disproportionately high percentage of violent street crime. In cooperation with the various district attorneys' offices, the FAP provides intense investigation of identified "career criminals." This, coupled with vigorous prosecution by the district attorney, results in higher indictment and conviction rates. Historically 76% of all those arraigned on felony charges have been indicted (compared to the city-wide indictment rate of less than 30%); and more than 50% of the cases yield felony convictions and state prison terms for the offenders.

During 1987, almost 2,500 cases involving over 3,000 defendants were augmented. Of these, over 2,800 persons were charged with felonies after arraignment—and more than 2,100 indicted.

ORGANIZED CRIME TASK FORCE ACCOMPLISHMENTS

Like the legendary Hydra, organized crime has many faces, some overtly evil, others more subtly malignant. An example of the latter is its infiltration of legitimate labor unions. In 1987, the department's participation with the Federal Bureau of Investigation in the Joint Organized Crime Task Force succeeded in exposing and curbing organized crime's influence in a number of New York labor organizations.

Concrete and Cement Workers Union.

The Colombo branch of the La Cosa Nostra crime family has traditionally been involved in a number of criminal activities, including: loansharking, political corruption, truck hijacking, extortion and infiltration of legitimate businesses — most notably the construction, hotel

and restaurant, waste carting, petroleum and motion picture industries.

The Joint NYPD/FBI Organized Crime Task Force brought to a successful conclusion a major investigation into the Concrete and Cement Workers Union in 1987. On March 18th, 1987, pursuant to a civil RICO proceeding (Racketeer Influenced and Corrupt Organization Act) filed in the federal courts, a consent judgment was obtained that authorized the appointment of a trustee to oversee the operations of Local 6A, Concrete and Cement Workers Union and the District Council of Concrete and Cement Workers. In addition, 32 subjects, including Colombo associates and members of the "Commission" of La Cosa Nostra, were enjoined from ever belonging to these or any other labor unions. In September 1987, the judgment was amended to also exclude from membership or participation in labor unions all members of organized crime families.

This RICO prosecution has been described by Rudolph Giuliani, United States Attorney for the Southern District of New York, as a major milestone in the fight against organized crime. The prevented economic loss to the public as a result of these prosecutions has been estimated to be 585 million dollars. Also, following the resolution of this action, the price of concrete per yard in the metropolitan New York area dropped perceptibly. *Seafood Workers Union.*

The Fulton Fish Market is the center for New York's wholesale seafood industry and the source of most of the fresh seafood sold in the New York metropolitan area and distributed to consumers in New York, New Jersey, Connecticut and other parts of the Northeast. Investigation by the Joint Organized Crime Task Force disclosed that the Genovese crime family was exerting influence over the Seafood Workers Union, Local 359, and using that influence to criminally dominate the Fulton Fish Market. Money was being ex-

torted from legitimate businesses in the market by threats of labor problems, work stoppage, thefts or other punishment. Local 359 and the Fulton Fish Market had become captive organizations, infiltrated, dominated and exploited by the Genovese family.

Organized crime's ability to control Local 359 led to policies whereby trucks entering the Fulton Fish Market to make a delivery or purchase could only be loaded or unloaded by union members. This practice led to "tapping." At some point after a purchaser bought fish, but before the fish were loaded by the union workers, some of them were "tapped," i.e., stolen. In addition, a "watchman's fee" was charged to truck operators purchasing or delivering goods. The watchman's fee was ostensibly a parking fee. In reality, it did nothing except ensure that no thefts occurred from the truck while it was parked in the market area.

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Again using the federal RICO statute, the United States Justice Department brought a civil suit against the Genovese family in the federal courts. On October 15th, 1987, a total of 42 subpoenas were served on members of the hierarchy of the Seafood Workers Union, the Fulton Fish Market Employers Association and Associated Purveyors, the Genovese organized crime family of *La Cosa Nostra*, and 29 persons identified as members or associates of the Genovese organized crime family.

Code-Named Conrax (Construction Racketeering).

The Joint Organized Crime Task Force's Operation Conrax targeted racketeering in the construction industry, in general, and the Laborers International of North America, in particular. The Task Force focused its attention on all three corrupt tiers within the labor intensive construction trades: entrenched *La Cosa Nostra* membership; corrupt associates holding fiduciary positions within legitimate national and affiliated local labor unions;

and businessmen who operate in these industries under a veil of legitimacy.

The Conrax investigation was brought to a successful conclusion in August, 1987, and exposed widespread labor racketeering by *La Cosa Nostra* members and associates holding official positions with numerous construction related union locals. On August 18th, 1987, a Federal Grand Jury returned a 97 count racketeering indictment. Twelve officials from Laborers Locals 13 and 46 and Carpenters Local 531, eight businessmen and several reputed "soldiers" from the Colombo, Genevese, and Lucchese families were charged with violations of the federal Taft-Hartley Act, the Hobbs Act, the RICO statute and mail fraud.

AUTO CRIME DIVISION ACTIVITY

The Auto Crime Division (ACD) of the department's Organized Crime Control Bureau made significant progress during 1987 in the detection and apprehension of those who perpetrate auto related crimes.

The division's most noteworthy single success during the year was against a major interstate theft/re-tagging ring operating on Staten Island.

Investigation by the ACD disclosed that a North Carolina company was purchasing wrecked vehicles at insurance salvage auctions in Detroit and New Jersey and transporting them to various drop off points in the New York/New Jersey area where they would be received by a Staten Island salvager. The Staten Island connection would then steal cars of the same year, make, model, and color and switch the vehicle identification numbers from the salvaged hulks to the stolen cars. Approximately 400 stolen and re-tagged autos were shipped to North and South Carolina. Of these, 117 were shipped to just one North Carolina shop. As a result of the ACD's efforts, all 117 vehicles were recovered and found to have been stolen from Staten Island. Evidence in this case was presented to a North



The Fulton Fish Marke., located within the South Street Seaport, was found to be infiltrated by organized crime.

PROGRAMS AND INITIATIVES

Carolina Federal Grand Jury and indictment warrants were issued and executed during the second week of December, 1987.

The ACD also investigates auto related insurance frauds. The National Automobile Theft Bureau has concluded that 25% of all reported auto larcenies are actually insurance frauds committed by otherwise honest citizens. Surprisingly, many citizens do not perceive auto insurance fraud as a serious crime for which they can be arrested and sentenced to jail.

The most common method used to defraud insurance companies is the "owner dumps" scheme, whereby an owner abandons the auto, reports it stolen, makes a claim to his or her insurer and collects under the policy. To deter this illegal practice, the Insurance Fraud Module of the ACD selectively monitors "abandoned" vehicles. Whenever an insurance claim is made for a monitored dumped vehicle, ACD investigators personally interview the owner.

The Auto Crime Division conducted two highly publicized city-wide insurance fraud operations in 1987 which resulted in the arrest of 82 people.

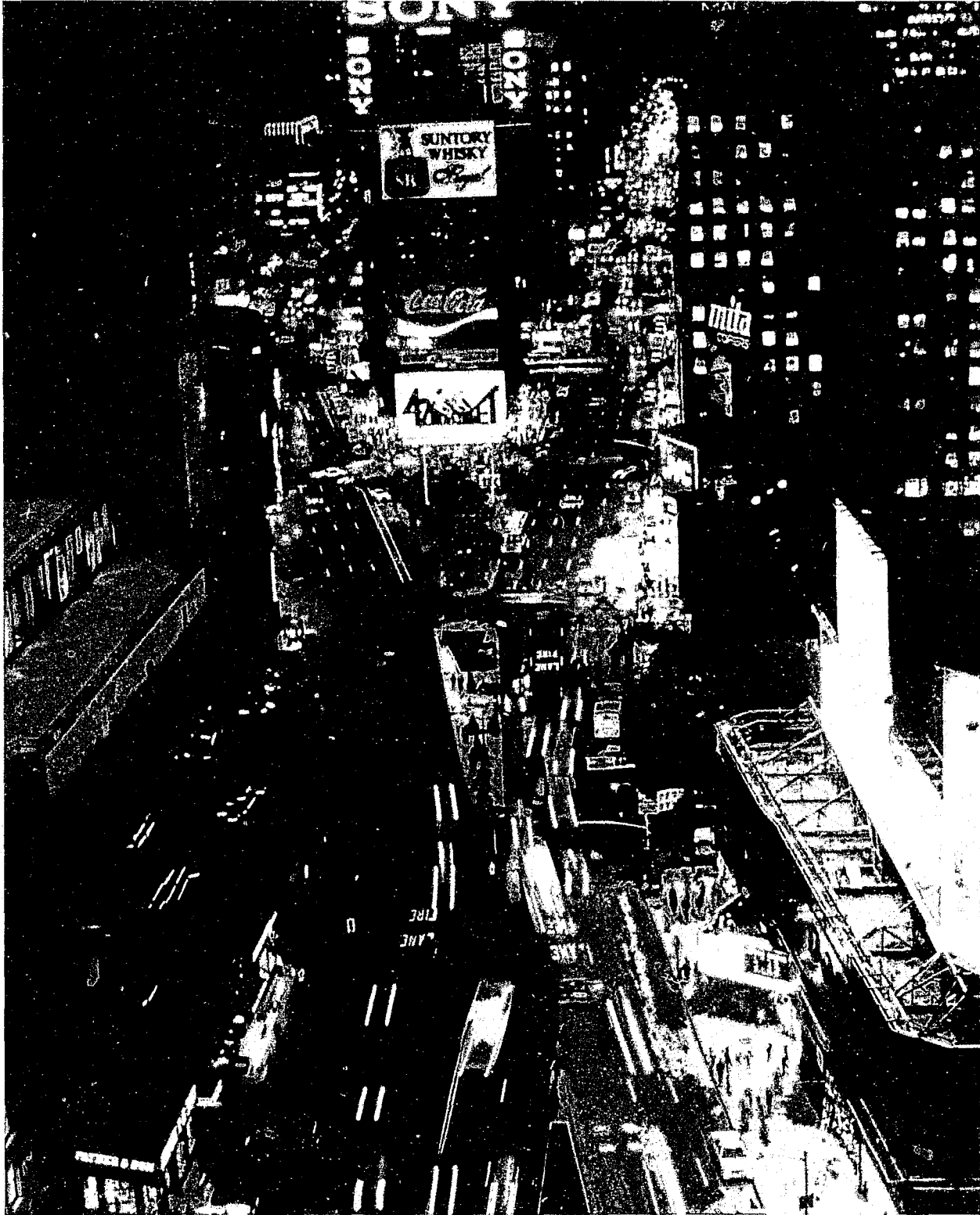
TIMES SQUARE TASK FORCE

Pedophiles exploit children for sexual gratification and frequently deal in child pornography. These individuals, who come from all walks of life, are drawn to the Times Square area, the hub of pedophile activity in New York City. In response, the department established the Times Square Task Force. Youthful police officers are disguised to appear even younger to attract the attentions of those who come to Times Square to prey on children. When arrests are made, the perpetrator is charged only with an "attempted" crime because the officers solicited are, in fact, over 21 years of age. However, because of the seriousness the department attaches to this problem, in these cases the District Attorney is requested not to accept a plea bargain to a lower charge.

The Times Square Task Force made 89 arrests during 1987. Since the task force was established on October 7th, 1985, a total of 215 arrests have been made. Encouragingly, the arrests show that recidivism is not the norm, a clear indication that habitual child exploiters are being discouraged from pursuing these illegal activities in the Times Square area.

RUNAWAY YOUTH PROGRAM

They stalk the streets looking for trouble — they're the Runaway Unit, a small group of dedicated officers who aggressively patrol areas of the city that tend to attract runaways. Their mission is to locate, identify and return missing children before they become victims or perpetrators of crime. The unit works closely with the Missing Persons Squad and the Public Morals Division. Their underlying strategy is simple: seek out the runaway; approach the child; be firm; be compassionate; and



The Times Square area is a Mecca for runaway youths.

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above all, don't give up on these children although they may have already given up on themselves. The officers first attempt reconciliation with the child's family. However, when this is not feasible, arrangements are made with an appropriate agency to care for the youth. The proof that the program works is that in 1987, the Runaway Unit processed and returned 743 children.

911 SYSTEM

ENHANCEMENTS

Since 1984, the department has pursued a comprehensive program to improve radio communication between the NYPD and the Transit Police Department. The first phase involved the issuance of NYPD portable radios to transit officers performing duty on elevated subway stations so that they could be dispatched through the 911 system. The second phase became operational in November 1985 and involved the installation of satellite receivers throughout the city. These receivers now enable TPD police officers to be in constant radio communication with their

dispatch center when they must leave the subway system. The third phase is the development of a microwave link between the Transit Police dispatch center and the NYPD 911 system. This link is scheduled for completion in 1988 and will permit the relocation of the TPD dispatch operation from Jay Street, Brooklyn, to the city-wide 911 communication network at One Police Plaza. This will establish a single centralized dispatching center for all police dispatch operations in New York City; it will also make for a more efficient system, utilizing fewer total personnel. Furthermore, when fully integrated into the computerized 911 system, it will allow for the generation of more accurate — and more timely — management reports.

The department's Communications Division is also currently pursuing the extension of NYPD radio communications capability into 20 high crime subway stations. This improvement will soon permit NYPD (and TPD) police officers working in these subway stations to talk directly

to NYPD dispatchers and other NYPD officers above ground. The 42nd Street and Sixth Avenue subway complex has already received this capability. The remaining 19 stations are scheduled for refitting by October, 1988.

TRAFFIC SAFETY INITIATIVES

Concern for the safety of motorists using the city's roadways, for pedestrians using its sidewalks and for their peaceful co-existence dominated the department's traffic enforcement effort in 1987.

DWI Task Force.

Removing drunk and drugged drivers from the city's roads continues to be a major department priority. The DWI (Driving While Intoxicated/Impaired) Task Force plays a key role in this enforcement effort. The small group of highly trained Highway District police officers assigned to the task force arrested almost 900 motorists for driving while intoxicated during the year, over 10% of the department's total of nearly 8,400. Because of the



The department continues to enhance radio communication between itself and the Transit Police Department.



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strong link between traffic fatalities and intoxicated drivers, the actions of the DWI Task Force and other uniformed patrol officers in removing these dangerous persons from the roads are saving lives in New York City every day of the year.

Accident Response Unit.

Traffic accident victims, often seriously hurt, are frequently pinned within their damaged vehicles. Speedy extrication of these individuals means the difference between life and death. In order to enhance its performance in this area, the department established the Accident Response Unit in November. This unit is staffed with police officers who are certified as emergency medical technicians, and are trained in the use of specialized extraction devices, such as the "Hurst Tool"—sometimes called the "Jaws of Life." The Accident Response Unit strategically assigns 13 marked highway cruisers throughout the five boroughs, 24

hours a day, 7 days a week. This enables the unit to respond to the scene of a serious accident anywhere in the city within five minutes. During the unit's one month existence in 1987, it responded to 60 serious accidents and extricated 24 victims.

Truck Enforcement Unit.

On July 1st, 1987, to counter the increasing number of trucks involved in accidents on limited access highways, the department established the Truck Enforcement Unit. This small unit (one sergeant and six police officers) is assigned to the Highway District command and is responsible for monitoring truck traffic at accident prone locations. It utilizes marked patrol autos which display the unit's name on the side to create an added "visibility deterrence." During the last six months of 1987, unit personnel issued almost 1,200 summonses, 850 of which were served on truck drivers for targeted safety violations.

Bicycle Enforcement Program.

The bicycle has become a popular and economical means of travel in New York City. Unfortunately, some bike riders do not always maintain a sufficient regard for pedestrian safety. The department's Bicycle Enforcement Program was established to provide a deterrent to those bikers who flaunt the traffic laws and regulations. In 1987, this sustained enforcement effort resulted in a dramatic increase (76%) in the number of summonses issued for commercial bike violations. Additionally, more than 12,000 summonses were issued for other traffic safety violations. This enforcement emphasis resulted in a 20% reduction in bicycle/pedestrian accidents in the city.



The department has established a specialized unit to respond to motor vehicle accidents.

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HIGH INTENSITY EMERGENCY SCENE LIGHT PROGRAM (HELP)

The High Intensity Emergency Scene Light Program (H.E.L.P.) was developed to provide emergency lighting in the event of a blackout or other emergency. Each H.E.L.P. light is designed to generate 200,000 candlepower through the standard 12 volt electrical system of the Police Department's existing fleet of vehicles. One hundred and thirty-eight department vehicles have been outfitted with the H.E.L.P. lights and are ready for immediate use. This gives the NYPD the capability to illuminate 428 city blocks in the event of a localized blackout, night search or other emergency.

CRIME STOPPERS PROGRAM

First introduced in 1983, Crime Stoppers is a law enforcement program in which the community, the media and the police work together to solve violent crimes committed in New York City by re-enacting an un-

solved felony each week on ABC-TV news. Details of the target crime are also carried by participating newspapers and radio stations. Citizens who call the special hotline phone number (577-TIPS) with information are guaranteed anonymity. If the information furnished results in an indictment, a cash reward, administered by the New York City Partnership, is awarded to the caller. Thanks to the Crime Stoppers Program, over 100 arrests of persons charged with the commission of serious crimes were made in 1987.

LIAISON WITH PRIVATE SECURITY

Since June 1986, the department, in cooperation with more than 100 private security organizations, has participated in the Midtown Area Police/Private Security Liaison Program (Midtown APPL). Encompassing almost 250 locations within the central Manhattan business district — and involving more than 4,500 private security officers — the project focuses on

exchanging information on area crime trends, wanted persons and lost or stolen property in furtherance of crime prevention and mutual security goals.

Midtown APPL generated so favorable an initial reaction that within a year, similar liaisons were established in the following areas: Downtown APPL in the financial district; Uptown APPL covering Manhattan north of 59th Street; and Downtown Brooklyn APPL serving the Fulton Street shopping center. To date, a considerable body of valuable information, useful to both the public and private sectors, has been shared under these programs' auspices; and meaningful arrests have been made as a result. In fact, this project has proven so successful that a central Private Security Registry is now being developed by the department in anticipation of APPL expansion to other suitable areas throughout the city.



The department's high intensity lighting can illuminate over 400 city blocks.



The Midtown Area Police/Private Security Liaison Program was expanded to other locations in 1987.

The Crime Stoppers Program continues to be a success.

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Since inception, APPL's information exchange has expanded from the program's original crime suppression goal to include a wide variety of public/private safety concerns, such as emergency medical assistance, fire safety, AIDS and narcotics in the workplace, and personal legal liability.

By cooperating with and according them the respect they deserve, the department has forged a mutually beneficial alliance with many of the private security organizations located in our city — and is continuing to explore additional ways in which this public/private partnership can enhance the safety and quality of life for all who live in or visit New York City.

COMMUNITY OUTREACH PROGRAMS

The New York City Police Department's extensive network of community outreach programs is an integral part of the department's organizational structure. And though individual programs may differ widely as to function

and approach, they all have one common purpose: to more deeply involve the general public in a coordinated program of shared responsibility with the police for the attainment of community safety goals.

MINORITY RECRUITMENT

Since 1966, the department has actively recruited minority candidates to become police officers. These efforts have contributed to a change in the composition of the department's uniformed workforce. In the last ten years, the number of Hispanic police officers has increased by 271%, and black officers by 58%. In addition, female police officers have increased by 538%.

In 1987, the department increased the number of Hispanic police officers by 10.2%, blacks by 4.4% and females by 11.3% over 1986. As a result, ethnic minorities constitute almost 23% and females over 11% of the department's workforce.

During 1987, the department's recruitment efforts were guided by a permanent, full-time recruitment unit. This command designs and implements a comprehensive, coordinated outreach program to interest qualified men and women in a law enforcement career.

A major goal of the 1987 program was to encourage minority participation in the police officer civil service examination scheduled in October. The results of this test would determine the pool of eligible candidates for police officer for the next few years. Among the unit's activities to achieve this were participation at important minority sponsored functions, such as the NAACP Convention, and college career days at local schools with substantial minority student populations. In addition, the unit also enlisted the assistance of celebrities for the department's advertising campaign.

As a result of the department's efforts, approximately 25,000 people took the examination with 15,000 receiving a passing



Celebrities such as world heavyweight champion Mike Tyson (above) and "Miami Vice" actress Saundra Santiago (right) assisted the department's minority recruitment efforts.



"Los verdaderos héroes de la Ciudad de Nueva York no están en la televisión."
Saundra Santiago de "Miami Vice"

"Esos héroes velan día y noche por una vida mejor, preocupándose por los niños, protegiendo a los ancianos y a todos los habitantes de esta gran ciudad. Lo que más admiro de los policías de Nueva York es esa preocupación por el prójimo, que no es a punta, que está siempre presente cada día y en todas partes."

Si usted cree que reúne las condiciones necesarias para ser miembro del Departamento de Policía, o de la Policía de Tránsito o de Vigilancia de la Ciudad de Nueva York (con un sueldo mensual de \$28,500 más los beneficios sociales), preséntese el 29 de octubre al examen de la policía. No tiene más que entregar su solicitud antes del 8 de julio. Reciba el formulario correspondiente en la oficina de policía local o en cualquier Biblioteca Pública de la Ciudad de Nueva York, o llame al (212) R.E.C.R.U.I.T. Cuando nos llame, pídaenos información sobre las clases gratuitas que ofrecemos a los postulantes que desean prepararse para el examen. Si usted cree tener pasta de héroe, esparámosla pronto.

Nueva York necesita más héroes.

A más tardar el 8 de julio, presente su solicitud para dar el examen de la policía.

Un emblema que ofrece igualdad de oportunidades.

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grade. Of the successful candidates, 54% are white, 22% are Hispanic, 20% are black, 4% are Asian or other and 21% are female.

POLICE CADET CORPS

The Police Cadet Corps program was established in September 1985 to attract college students to careers with the New York City Police Department. The program is designed to increase the overall educational level of the department. The department also expects that these cadet classes will produce a significant number of future leaders because of the higher entry standards and the additional training received.

To be eligible, applicants must be New York City residents enrolled in their sophomore year at a New York City, Nassau County or Westchester County college or university. Candidates must meet all existing department qualifications for appointment as a police officer, including medical, psychological and character standards and must go one step further by

passing an oral interview that selects candidates with leadership potential. Once accepted into the program, cadets must maintain an acceptable scholastic record to retain their status.

Cadets are also required to take and pass the civil service examination for police officer. The examination is considered a promotional test for cadets, thereby giving them appointment priority over applicants on open competitive lists.

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

Almost 250 police cadets were hired in 1987. The first group of cadets, who were hired in June 1986, will be eligible to become police officers upon graduation from college in 1988.

CIVILIAN VOLUNTEER PROGRAMS

Civilian Volunteer Programs provide a way for concerned citizens to actively participate in the policing of their communities through locally controlled and police supervised civilian initiatives. Volunteers are enlisted to engage in a variety of strategies to enhance neighborhood safety, including:

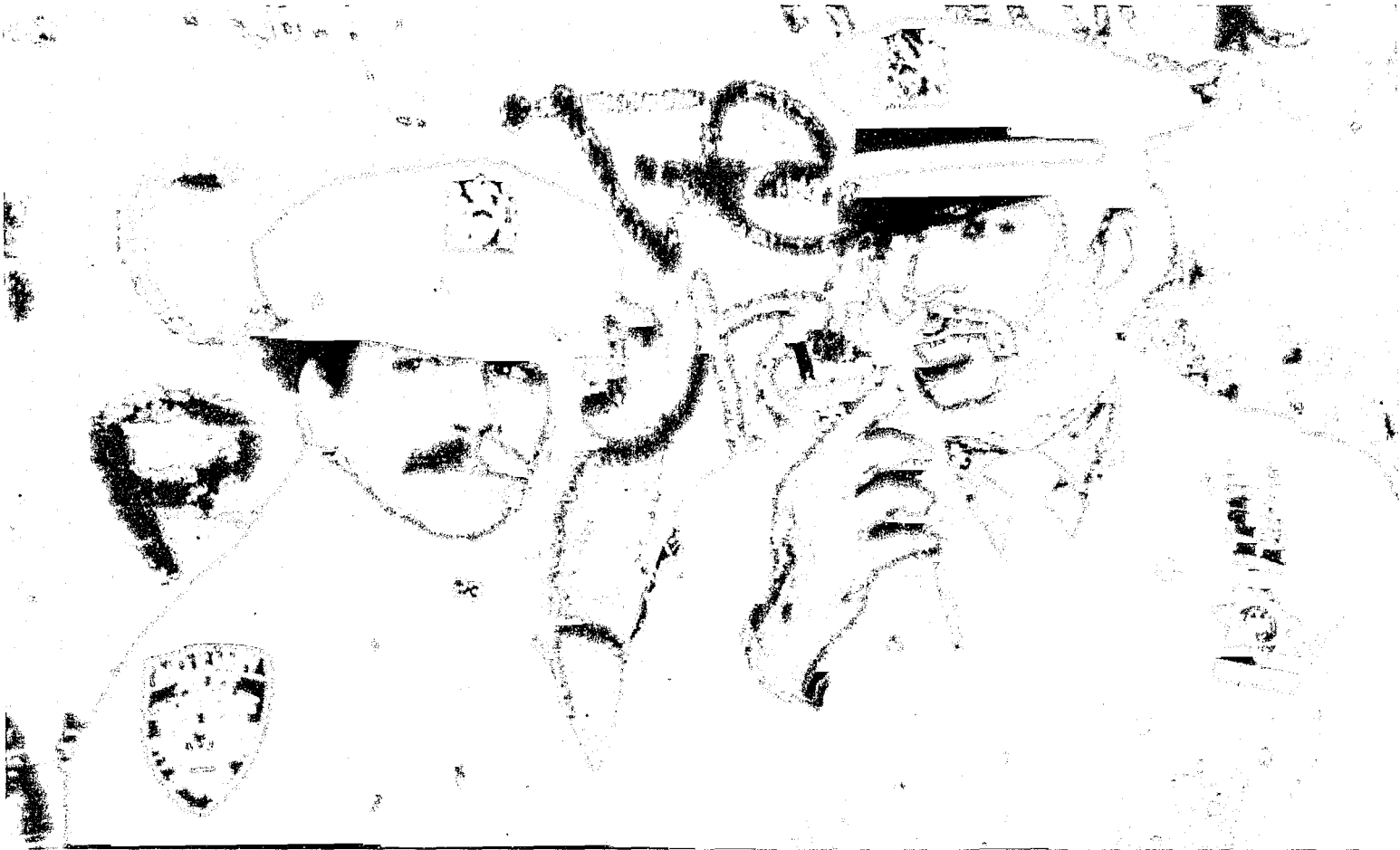
- Precinct Community Councils — these public bodies meet monthly to exchange information and priorities between the local precinct and the community which it serves. Precinct Community Council membership exceeded 15,000 in 1987;
- Youth Councils — during the year, almost 6,800 youngsters took part in these police/community programs which focus on combatting youth crime;



241 police cadets were sworn in during 1987.

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- Blockwatchers Program — enlists volunteers to be the “eyes and ears” of the police. Citizens are given the protection of anonymity and special training in observing and reporting emergency situations. During 1987, this program involved over 88,000 participants city-wide;
 - Senior Citizens Escort Service — brings together community-minded youths (or other interested parties) to escort senior citizens to and from their destinations with a sense of security. This program, with 5,400 members, promotes communication and understanding between the community’s young and the elderly;
 - Court Monitoring — local citizen groups, victims and witnesses are transported to court to observe and report to their neighbors on the treatment of victims, witnesses and offenders by the criminal justice system. The department provides technical assistance and works with the Victim Services Agency in this program;
 - Civilian Observation Patrol — a “safe streets” effort whereby citizens volunteer to patrol their neighborhoods and report criminal activity and hazardous conditions that require police action. Civilians are trained in observation and reporting techniques and patrol both on foot and in cars. Tenant patrols in various housing complexes and apartment buildings are also included in this program, which boasts over 15,000 patrol members.
- Auxiliary Police Program.*
- Of course, before there were Blockwatchers or Senior Citizen Escorts or Civilian Observation Patrols there was the New York City Auxiliary Police Program — the foremost civilian volunteer program in the department and the largest of its kind in the country.
- In 1951, the New York State Defense Emergency Act empowered New York City to create a Civil Defense Program by recruiting, equipping and training volunteers to be Auxiliary Police Officers in order to augment the regular Police Department in the event of a civil defense emergency or national disaster. By the early 1960s, with crime increasing, uniformed auxiliary patrols had also established themselves as effective public order adjuncts.
- In addition to order maintenance, the Auxiliary Police Program has played an important role in the department’s community outreach — affording ordinary citizens the opportunity to study police work, learn police goals and objectives and actually work with the department in protecting their own neighborhoods. Auxiliary Police receive training in police disciplines and civil defense duties, with intermediate and advanced courses required for promotion. They possess no police powers; rather, they assist the NYPD by patrolling, observing and reporting.
- Auxiliaries patrol in pairs, equipped with portable police radios capable of receiving and sending messages on authorized police frequencies. More-



With 4,350 active members, the NYPD Auxiliary Police Program is the country's largest.

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over, each precinct has a distinctly marked white Auxiliary patrol car assigned. Centrally, there are also twelve fully-equipped Auxiliary Police Emergency Rescue Units and an Auxiliary launch to assist the Police Department's Harbor Unit in patrolling waterways, marinas and docking facilities in the city.

Approximately 4,350 active members, both men and women, performed over one million hours of voluntary uniformed patrol with the Auxiliary Police in 1987 and received the following Auxiliary awards:

Commendations	88
Awards of Merit	240
Award Letters	132
Unit Citations	24
500-Hour Award	200

The NYPD's Auxiliary Police Program has more than met its mandate to involve interested citizens in police practices and to improve public safety through personal participation. And the department's precinct commanders gladly acknowledge, encourage and fully utilize this valuable community resource.

NEW IMMIGRANTS UNIT

In 1985, the New Immigrants Unit was formed within the Community Affairs Division to establish a working liaison with representatives of new immigrant groups in New York City. The establishment of this unit was stimulated by the 1980 census—which revealed that approximately 25% of the city's present population is foreign-born and that during the last decade more than a half million newcomers have entered the United States each year.

Many of the city's recent arrivals are from countries where the police are exclusively an enforcement — even coercive — arm of the government. To bring the service orientation of the New York City Police Department to the attention of these new New Yorkers, the New Immigrants Unit aggressively establishes contacts with leaders of these ethnic groups and provides information on the role the department can play in easing the assimilation process.

The New Immigrants Unit is composed of police officers of

diverse ethnic backgrounds, encompassing the Caribbean, Central and South America, the Middle East, Europe, the Far East and the Pacific Islands. These officers conduct and organize crime prevention seminars, develop and maintain lines of communication, and — as a self-help and group involvement initiative — seek to recruit new immigrants into the Auxiliary Police program.

In 1987, the New Immigrants Unit was instrumental in the assignment to the department's Precinct Receptionist Program of a Korean-speaking receptionist in the 109th Precinct in Queens, a Cambodian receptionist in the 52nd Precinct in the Bronx, and two Russian-speaking receptionists in the 60th Precinct in Brooklyn. These receptionists, in addition to their other responsibilities, act as interpreters and facilitators between the police and the newest members of the New York City community.

OPERATION C.A.T.

Operation C.A.T. (Combat Auto Theft) began as an experiment



The New Immigrants Unit visits schools to deliver its message to the children of foreign-born parents.



The use of this decal may prevent the bearer car from being stolen.

PROGRAMS AND INITIATIVES

in two precincts in March 1986, and was expanded to seven others in July 1986. It is a voluntary citizen participation program designed to reduce residential auto theft. The program, which operates at the precinct level, receives administrative and technical support from the Crime Prevention Division.

Operation C.A.T. serves people who do not normally use their vehicles between 1:00 A.M. and 5:00 A.M. Drivers in the C.A.T. program sign a consent form and are given two black and yellow decals shaped like police shields for placement in their auto's rear side windows. These decals authorize patrolling police officers to stop and inspect the license and registration of anyone behind the wheel of the vehicle during those early morning hours. Lacking such authorization, police would ordinarily need a traffic infraction or suspicion of a crime to selectively stop and detain motorists.

In 1987, there was a 100% increase in Operation C.A.T. enrollment over 1986, bringing the total number of participants to almost 16,000. The program will be expanded to five additional precincts in the near future.

POLICE/YOUTH DIALOGUE PROGRAM

Youngsters of all ages and from all over the city are actively recruited to participate in police/youth dialogue sessions conducted at Fort Totten (Queens). Senior citizens generally attend as well. The objectives of the program are to promote communication and better understanding between youth and local police officers as well as to educate young people about drug abuse. During the day-long session, topics include the role of the police officer, youth's image of police and current events involving the department. Role-playing and role-reversal are employed to educate about drugs and crime prevention. Last year, over 4,600 youths took part in the program.

POLICE ATHLETIC LEAGUE

For 75 years, the NYPD together with the non-profit Police Athletic League have recognized recreation and sports activities as valuable tools in improving cultural awareness, promoting harmonious relations and developing intergroup understanding. The number of police precincts with active P.A.L. programs increased from 20 in 1986 to 45 in 1987. The department's P.A.L. Liaison Unit helps the organization to coordinate and supervise athletic programs — baseball, basketball, track and field, soccer and flag football. Members of the unit work closely with Community Relations Officers and Youth Officers at the precincts who, in turn, recruit local support for the teams. Approximately 17,000 young people participated in the athletic league during 1987.

The Playstreet Program doubled in size from 40 sites in 1986 to 80 sites in 1987. Playstreet sites provide a variety of recreational, cultural and social activities for youngsters in



P.A.L. President Robert M. Morgenthau, Deputy Commissioner Wilhelmina Holliday and P.A.L. staff celebrate summer with the children.

PROGRAMS AND INITIATIVES

neighborhoods with little or no existing recreation activities during the summer months. In 1987, more than 16,000 youths benefited from the playstreets. Plans for further expansion of P.A.L. programs are underway.

ADMINISTRATIVE AND ORGANIZATIONAL IMPROVEMENTS

In a constantly changing world, the New York City Police Department's operational and administrative procedures are subjected to continuous review and — where indicated — revision. The year 1987 proved to be no exception to the department's ongoing process of critical self-examination.

RECRUIT FIELD

TRAINING PROGRAM

The field portion of the department's probationary police officer education and training program has been reorganized to provide more practical field experience for newly assigned police officers. The former Neighborhood Stabilization Units (NSUs) were re-designated Field Training

Units (FTUs) in 1987 and substantively upgraded as training and performance evaluation vehicles.

Sergeants skilled in instructional methods now train and evaluate probationary officers. The sergeants and their assigned officers are considered a module, and may be assigned as a unit to details or patrol assignments, thus maximizing the opportunity to reinforce appropriate behavior in a variety of police settings even as the student-officers perform valuable police services.

BRIBERY AWARENESS

At the beginning of 1987, a program was instituted in the Patrol Services Bureau to stimulate uniformed police officer awareness of bribe offers and the damage and insidious effect they have on policing.

Bribe offers — however insignificant — will not be ignored or tolerated by the New York City Police Department, as the positive response to this awareness effort has proven.

The department's Bribery Awareness Comparison Report shows that police officers made 77% more bribery arrests in 1987 than in 1986.

CIVILIAN COMPLAINT

REVIEW BOARD

MONITORING

Each month the department's Civilian Complaint Review Board considers the number of complaints lodged against members of the service. Those with six or more recent civilian complaints are identified. The performance of Patrol Services Bureau personnel so identified is then monitored by patrol borough and division commands and reports are submitted. In this manner, particular attention was paid to over 500 police officers during 1987. Civilian complaints have shown a steady decline since this program was first instituted (for 1987, CCRB complaints declined by more than 7%).

CIVILIAN COMPLAINT

REVIEW BOARD MEMBERS

In February 1987, an amendment to the City Charter added to the department's Civilian Complaint Review Board, for the

first time, civilian representatives who are not members of the department. The reconstituted CCRB now has twelve members: six who are Police Department employees appointed by the Police Commissioner, as before, and six who are public representatives appointed by the Mayor with the advice and consent of the City Council. Of the public members, five represent each of the city's five boroughs, while the sixth is chosen as a city-wide representative.

The department conducted extensive orientation for the non-NYPD affiliated members to familiarize them with police practices and policies and with their legal mandate; and in just its first six months of operation the new board reviewed over 3,000 cases, effectively eliminating the backlog which had accumulated.

COMPUTER-ASSISTED ROBBERY SYSTEM (C.A.R.S.)

The Computer Assisted Robbery System (C.A.R.S.), a data retrieval and analysis tool for in-

vestigating robbery and sex crimes reports, has been developed and refined by the Detective Bureau in its effort to combat these particular crimes.

New and expanded data is now entered into the system, which currently includes more than 300,000 robbery and sex crime reports and over 225,000 arrest reports from the department's On-Line Booking System, providing details of all arrests made for nine different types of felonies. The system also provides descriptions of over 48,000 career criminals, along with their aliases — a total of over 225,000 names — and contains a listing of all New York City and State parolees and prison inmates.

Investigators can quickly access this information at any of 11 computer sites located throughout the five boroughs. About 350,000 inquiries were made last year and as a result nearly 300 robbery or sex crime patterns were identified, almost two-thirds subsequently closed by arrests.

SPURLESS HAMMER SERVICE REVOLVER

To further promote firearms safety, in 1987 the department adopted a spurless hammer, stainless steel service revolver. This type of firearm will help reduce accidental discharges due to the intentional or accidental cocking of revolvers by police officers — increasing the margin of safety for both the officers and the public. Since July 1st, 1987, all newly appointed NYPD police officers have been required to purchase the spurless hammer revolver. Veteran police officers, when replacing their present weapons, will also be required to obtain the spurless hammer gun. In addition to the important safety aspect, the new revolver is also much less prone to rust, which will enhance its serviceability and simplify maintenance.

PROGRAMS AND INITIATIVES

PROGRAMS AND INITIATIVES

FEDERAL FORFEITURE FUNDS

Checks totaling \$1.6 million were received from the United States Department of Justice during 1987 as the New York City Police Department's share of the proceeds of assets seized during joint narcotics enforcement programs. The major focus of the department's executive committee responsible for allocating these funds was on items related to narcotics enforcement or drug awareness efforts (e.g., seven utility vans were purchased for use by the Special Program to Educate and Control Drug Abuse). However, other pressing needs were also addressed.

These included:

- Purchase of additional non-lethal restraining devices for all precincts and Emergency Service Units, including non-rigid restraint blankets to contain emotionally disturbed persons;
- Purchase of Emergency Service Unit lighting equipment (including portable magnetic light racks and lighting trucks) and scuba and emergency rescue apparatus;

- Purchase of various other items, such as a new video command and control center and new training aids for the Police Academy.

73rd PCT. DECENTRALIZED BOOKING PROJECT

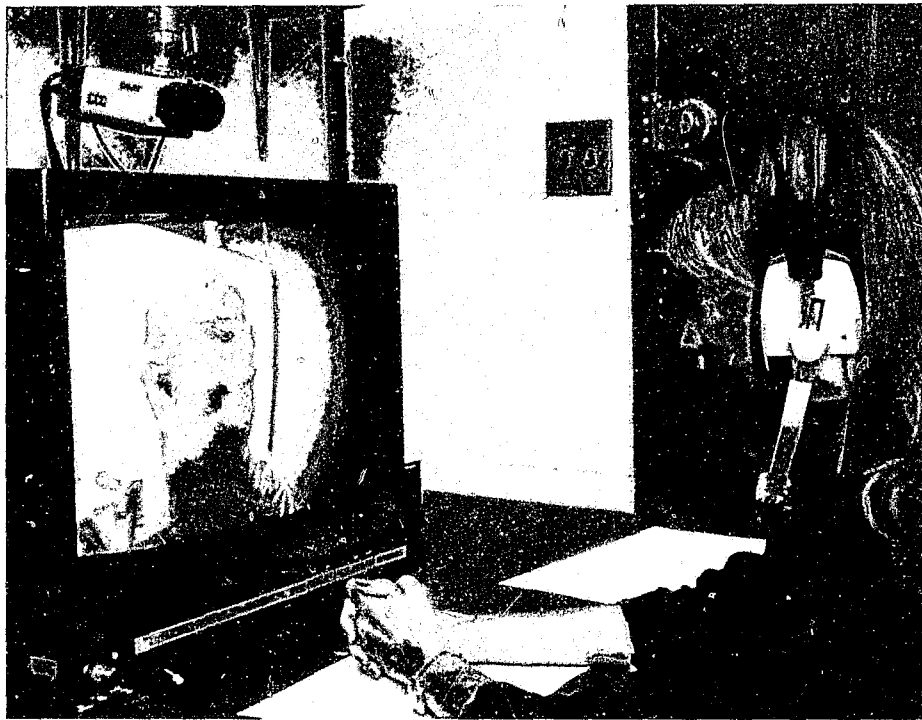
A decentralized arrest processing pilot project was implemented in the 73rd Precinct between June and October 1987, funded by a private grant made available to the Kings County District Attorney's Office.

The pilot project involved the establishment of three operational booking components at the 73rd Precinct, as follows:

- Direct entry of arrest information into the department's On-Line Booking System, a computerized data processing network;
- Electronic transmission of prisoner fingerprints to the Division of Criminal Justice Services in Albany and the return of the resulting criminal history sheet to Brooklyn Central Booking;
- Interviews of police officers, complainants and witnesses by the Brooklyn District Attorney's

Early Case Assessment Bureau staff via an interactive video-phone, with one terminal in the 73rd Precinct and the other in the borough court's complaint room.

The court complaints thus generated are then transmitted, via a FAX machine, from the complaint room to the 73rd Precinct, where the arresting officers, complainants and witnesses sign the documents, thereby eliminating travel to Central Booking. During this pilot project's four months of funded existence, 1,139 arrests were processed through the "complaint sworn" phase. Each took approximately 6½ hours less time to process than those of other Brooklyn precincts. Consequently, arrest-related overtime was approximately 2 hours less per arresting officer in the pilot program. These findings are very encouraging and the department is evaluating them in relation to all other aspects of the project and, more generally, decentralized booking's potential impact on the entire arrest-to-arraignment process.



The decentralized arrest processing pilot project used videophones and fax machines to eliminate travel to Brooklyn Central Booking.



INTERVIEW WITH COMMISSIONER WARD

When Benjamin Ward was sworn in as New York City's 34th Police Commissioner on January 5, 1984, it was another landmark in a long and distinguished career in the field of criminal justice. Commissioner Ward began his career in 1951 as a NYC patrolman. During his 15-year tenure, he rose to lieutenant and served in the Patrol Division, Juvenile Aid Division, Detective Division and Legal Bureau. He also served as special legal counsel to Police Commissioner Howard R. Leary. Over the next 22 years, Commissioner Ward would hold additional eminent positions in public service:

1966—Executive Director, Civilian Complaint Review Board

1968—Deputy Police Commissioner

1973—Commissioner, N.Y.C. Traffic Department

1974—Director, Pretrial Services—Vera Institute of Justice

1975—Commissioner, N.Y.S. Department of Correctional Services

1978—Chief, N.Y.C. Housing Authority Police

1979—Commissioner, N.Y.C. Department of Correction

1984—Commissioner, N.Y.C. Police Department

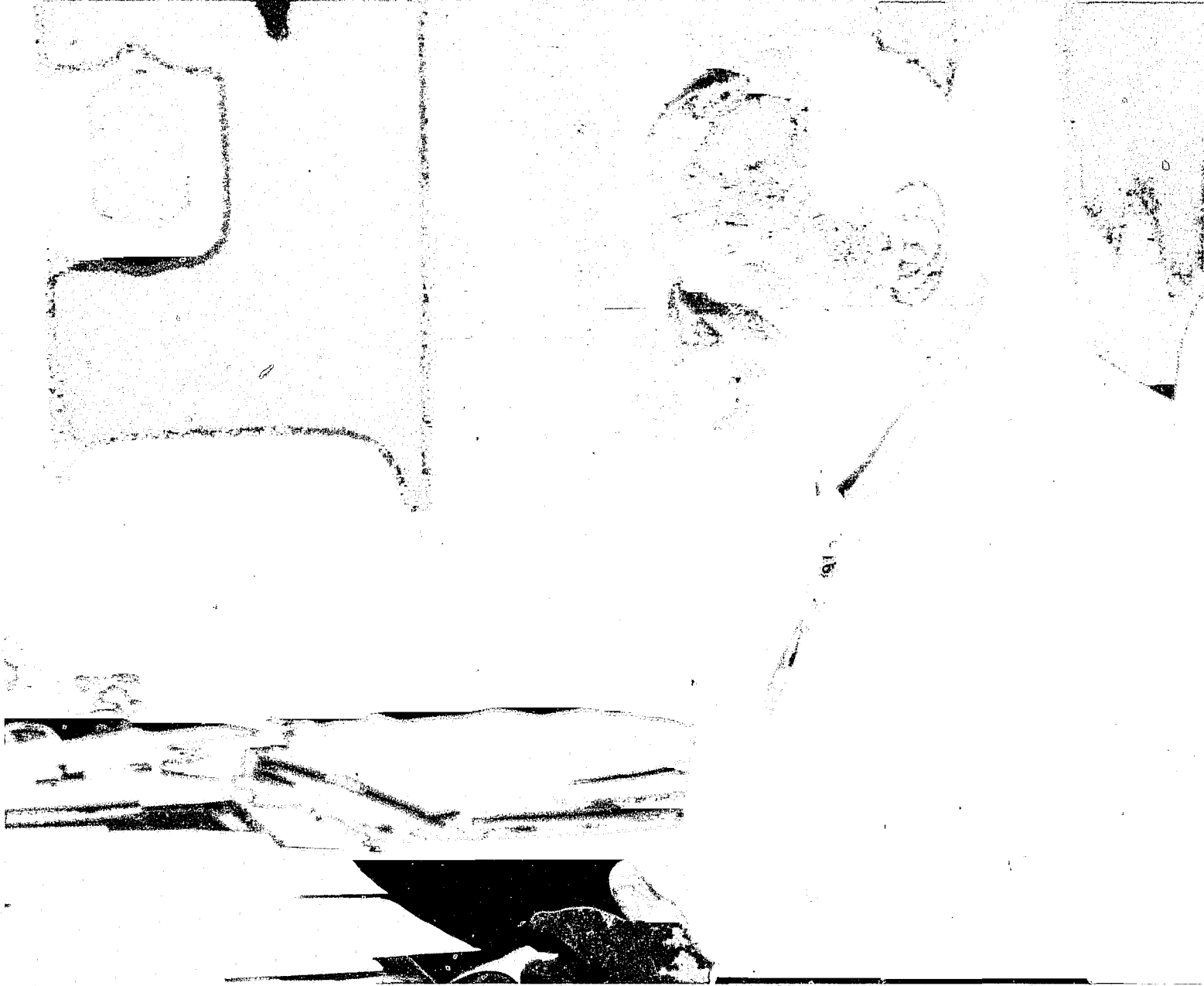
Commissioner Ward is an attorney-at-law as well as an adjunct professor of law at his alma mater, Brooklyn Law School, and the John Jay College of Criminal Justice. He is a member of many legal and civic organizations. Commissioner Ward's experience makes him well-versed in many criminal justice topics. In the following interview, the Police Commissioner shares his views on current issues and trends in policing.

Editor: Commissioner, as you look back on the year 1987, what do you believe to be the Police Department's major accomplishments?

P.C.: Well, there are a few. One is the sustained war against all aspects of drug dealing and drug abuse. I think that we finally have a program in place now that addresses the narcotics problem at all levels: street level, with a particular emphasis on the sale of crack, middle level sale of all types of drugs and upper distribution levels. Most of

the information we use to deal with these various echelons comes up from the street level arrests we make. We also have joint task forces with the Federal Drug Enforcement Agency, the New York State Police, and another task force with the FBI that allows us to go after the interdiction of the kilo weight importation of drugs into this area.

Another accomplishment — one that has not received a great deal of publicity in the media but is one that I believe, long-term, is going to be at least as significant as our firearms control policy — is the introduction of less-than-lethal means of restraint in the handling of certain types of cases which police officers encounter on the street every day, particularly, the emotionally disturbed person. Incrementally, over a number of months, the department has been able to tie together a number of separate, commercially available, non-lethal devices into a coordinated program. We believe that with training, this program will facilitate the taking into custody of emotionally



INTERVIEW WITH COMMISSIONER WARD

disturbed persons — even those armed with a weapon — with the least risk of injury to anyone.

A third area where a major impact was made in 1987 is the ongoing cooperation with the FBI and the U.S. Attorney's Office toward breaking up organized crime's control and influence over some local labor unions and industries in this area. During 1987, following an investigation in which the manpower of the Organized Crime Control Bureau was extensively used, the Fulton Fish Market was cited in a civil RICO action. As an example of what federal and local enforcement cooperatively can do, this inquiry started out as a typical criminal investigation. But after many, many months of surveillance — mostly by the New York City Police Department and FBI under the coordination of the U.S. Attorney's Office for the Southern District — a decision was made to not go criminally, which would only affect a few individuals involved

in this criminal enterprise, but to proceed civilly and see if we could, in fact, seize the unions, their assets, and the businesses that were cooperating in this illegal enterprise. This decision, I think, has set the pattern for successful future prosecutions in this country.

Editor: Could you talk more specifically, Commissioner, about the fight against the narcotics problem?

P.C.: I think what we've done over the last four years is a good beginning. On January 19th of 1984, we began Operation Pressure Point in "Alphabet City" on the Lower East Side. We have since built on that strategy, taking it into a number of other areas, Union Square Park and Harlem for example. Using that strategy, by which we used undercover officers to make "buy and bust" arrests in combination with the presence of large numbers of uniformed officers, the targeted communities could see what was being done on their behalf and soon became part and parcel of our fight against narcotics. We expanded

that effort. We changed the name as we went into other boroughs, using essentially the same strategy. The first of these program expansions was Operation Clean Heights, in the Washington Heights area of upper Manhattan and in each successive expansion we learned from our past experience and tried to apply our additional knowledge by adding new facets to our strategy.

For example, in Operation Clean Heights we began to seize automobiles. It was obvious that many automobiles were coming into the target area with people who did not live there, but who apparently were coming over the George Washington Bridge from points west or north of New York City because of the convenience of being able to come in, buy drugs, get back on the roadways and out of the city quickly. So, we began to seize their automobiles when we arrested them. We soon extended that strategy from Washington Heights and began to spread it city-wide.

In another instance, we noticed that one group from the Crown Heights section of Brooklyn had moved into the Washington Square Park area, around NYU, and literally turned it into a drug bazaar, first for marijuana and then gradually introducing crack. We began a program that focused on parks and, using Washington Square Park as a model, placed a lieutenant in command of a small unit, which included Mounted Police, Scooter Police and the K-9 Unit, to combat this invasion. Gradually, with the cooperation of the District Attorney's Office which targeted these cases for prosecution, we were able to bring that park under control. It took us about 90 to 120 days — and we've been able to keep it under control ever since. We received the complete cooperation of the university, which is adjacent to the park. We said to NYU, "Look, if we're going to do the park they might move inside the school and you're going to have to put into place methods to prevent that, including the possible

suspension of students, or instructors, who may be involved in this activity." We got the absolute cooperation of President Brademas and brought that park under control. Similarly, we've been able to go to a number of other parks in the city and employ that strategy to try and clean them up too.

Meanwhile, we have expanded our Padlock Program, after several challenges in the courts in which, in each instance, the department's legal position was upheld. We continued SPECDA — a very successful drug prevention program — that I hope we will be able to maintain at its present level, even though we are facing severe cuts. Probably the most innovative program that was started in 1987, which really was another spin-off of the Pressure Point idea, was Operation Queens. Begun in October, Operation Queens focused, roughly, on the 60th Congressional District in Southeast Queens, encompassing the 103rd, the 105th, a portion of the 106th, and the 113th

precincts. This is an area where a group of new, young crack dealers recently emerged and began to engage in virtually open warfare as they fought for territory.

We moved in there with a major operation in October. Early the next year we added yet another facet to the Pressure Point model by putting a small tactical unit into place which we call the Tactical Narcotics Team — TNT for short — which for the first time brought non-traditional law enforcement units into the operation. So, in addition to the FBI, the Drug Enforcement Agency, federal and state parole agencies and our local police people, we now also involve the Department of Probation, our own Warrants Squad, the Fire Department, and the Buildings Department. The purpose was to focus a coordinated government enforcement effort on a small area, clean it up a section at a time and then move the enforcement around within

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that area. To date, the TNT approach has been successful and public response has been most gratifying. From the outset, TNT aggressively sought to involve the community, starting first with the churches and synagogues and seeking their assistance in gaining the support of their members. In time, the program became so successful that the Mayor decided to expand even further the number of agencies involved. And organized community support has grown beyond the churches to include the many, many individual and umbrella block associations that exist in that area.

Statistically, in 1987, the Narcotics Division alone made almost 30,000 drug arrests, 30 percent more than the year before. Total department drug arrests amounted to some 67,300 — up about 15% and if we add in the efforts of Housing and Transit Police, we get that arrest number up to about 79,000. Furthermore, the Nar-

cotics Division's cocaine seizures in 1987 almost doubled from 1986, a clear indication that cocaine has suddenly become the drug of choice in this city — much of it consumed in the form of crack. Crack is cocaine hydrochloride cooked down to a highly purified, crystallized form. It tends to break up into little pieces, looks like styrofoam, and is sold in vials in this area, although, on the West Coast, it's sold in glassine envelopes.

Editor: You mentioned the department's policy of seizing vehicles used in drug transactions, Commissioner. Have attempts been made to seize other types of property as well?

P.C.: Yes. Initially, in Washington Heights, in Operation Clean Heights, we said to the drug dealers and drug purchasers that we could seize your automobile because it was a form of personal property and the law permitted us to take personal property used in drug operations. But when we reviewed the federal and local statutes, they did not distinguish between

real and personal property. Therefore, with the successful experience gained in enforcing the Padlock Law, we decided to seize real property. With the cooperation of the U.S. Attorney's Offices for the Eastern and Southern Districts, as well as state and local enforcement agents, we have now begun to seize real property and leaseholds all over the city, including public housing projects. This policy will be expanded in 1988 because the Manhattan District Attorney has indicated his intention to go after leaseholds in the civil courts instead of bringing all of these cases in the federal, state and city criminal courts.

Editor: What else do you believe must be done to bring the narcotics problem under control?

P.C.: In 1987, I lobbied Congress strongly for, and marshalled other major city police chiefs and law enforcement officials in support of, an extension of the federal forfeiture program so that local police could seize — and



“In 1987, I lobbied...strongly for...an extension of the federal forfeiture program so that local police could seize — and use against them — the assets of major drug dealers.”



“We’re beginning to see a healthy change in the national attitude towards the tolerance of drugs...It is critical that the community maintain its awareness of its stake in this issue.”

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use against them — the assets of major drug dealers. And that has been extremely helpful. In fact, it would not be possible for us to conduct education programs for children on the dangers of drug abuse had we not had these federal forfeiture funds available to us.

I also think we're beginning to see a healthy change in the national attitude towards the tolerance of drugs. People don't use the term "recreational drugs" much anymore. All drug abuse is bad: that seems to be becoming recognized by all segments of society. But there is certainly still a large need — a need that I've testified to before Congress, as have many other law enforcement officials — for more preventive education in the schools, Pre-K at least through the high school level, on the dangers of drug abuse.

Both major party candidates have also recognized the need to provide treatment for drug

dependency and the necessity that the federal government provide the majority of the funding because no local jurisdiction could ever have enough money to do so.

So, it seems to me that those are three areas in which more could be done to help bring this plague under control. I certainly don't think legalization of dangerous drugs is a sensible idea.

Editor: Commissioner, what role can the community play, as partners with their police, in reducing drug abuse?

P.C.: Well, I think it is critical that the community maintain its awareness of its stake in this issue. First, by taking advantage of our SPECDA program, where we teach kids the truth about the drugs they see around them. We also provide classes for parents at night in connection with SPECDA to let them know what their children are learning about drugs. But parents need to develop their own networks and

let the police know where the drug problem is in their area. They can do this easily, merely by calling our special drug hotlines: 212-374-K-R-A-K is the hotline that's city-wide, and we have several other numbers for special programs, like Drug-busters.

In connection with Operation Queens, the Drugbusters Program was developed with the cooperation of the local clergy. This citizen volunteer program started slowly at first, with less than 100 volunteers, but well over 1,100 "Drugbusters" have now signed up and undergone a short training period designed to teach them observation and information reporting techniques. Drugbusters are assigned coded identification numbers to maintain their anonymity and to permit us to get back to them should there be a question regarding what they've told us.

Editor: Commissioner, can you tell us more specifically about the strides the department has made in the adoption of less-than-lethal weaponry and humane methods of restraint?

P.C.: We've done a number of things. One was to look at our nightstick. It hasn't changed very much in 100 years. It's half a broomstick with a leather tong in it. It is essentially an aggressive weapon.

We looked at that nightstick and knew we could do better. So we began to experiment with another type of nightstick — the side handle baton — a more defensive weapon. We field tested it in the Manhattan South Task Force for about six months. We have now expanded its use into other task force units around the city with a great deal of success. It takes more training with this special side handle baton. But the officer is able to block more blows with the baton, a characteristic very much appreciated by the police officers. It is also a more humane weapon that will help

us overcome physical resistance without having to resort to a firearm.

In 1987 we also ended the practice of hog-tying. Hog-tying means shackling a person's legs together and their wrists together and then tying the wrists to the leg and drawing the person backward in a very unusual position which doctors have told me could be dangerous if pulled too tight.

We did away with that and purchased velcro straps which are now carried in the back of every sergeant's car and by the Emergency Service Unit. These velcro straps work better, restrain the person better, and restrain any section of the body desired: the ankles, the legs, the arms, right up across the shoulders. There are about five straps in different sizes in a set and they can be applied rather rapidly. Once in place it's almost impossible to overtighten them, yet it's equally impossible for the person to break away from these restraints. It also allows us to front handcuff, in certain cases, such as when special medical

attention must be administered while the person is being transported. In 1987 we began to see more cocaine psychosis; some crack users were going into a kind of stroke, pneumonia-like syndrome which required immediate medical treatment, and when rear-handcuffed, the emergency medical technicians were greatly hampered in applying the necessary medical services. With these restraining devices we can remove the rear handcuffs and still have the person under sufficient restraints.

We have also trained all our patrol sergeants in the use of a number of other special devices. The sergeants' cars now carry a plexi-glass shield in the trunk which provides protection from a violent individual armed with almost any weapon except a firearm. Another device available to the officers is the water canister which, under the proper circumstances, can be used to direct pressurized water into the

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face of a person to disorient him momentarily while other officers bring him to the ground and control his movements with handcuffs and velcro restraining straps. All these devices have just one purpose: to provide an officer confronting a violent and dangerous person an alternative to the immediate resort to his firearm.

Regarding the police service revolver, the major change in 1987 was the adoption by the department of the spurless hammer revolver. This is a gun very much like the revolver it superseded except that it's incapable of being cocked due to the design of the hammer. This will prevent accidental cocking of the weapon during a combat situation where the officer is liable to get excited and wind up with a gun with an almost hair-trigger; it only takes about a pound and a half of pressure to discharge the weapon once it's cocked. We do not allow our officers, by rules and regulations, to cock their weapons anyway.

They must fire double action. So, now we've prevented them from doing so accidentally, including those times when an officer withdrawing his weapon from its holster, in the excitement of the moment, draws it up and draws the hammer at the same time. You cannot do that with these weapons and they're working out extremely well.

In another area, we have provided all officers with mace for a number of years, but gradually its use was declining. In response, we started a new training course, purchased a new type of mace canister and, drawing on the experience of officers who have used mace, we were able to increase the use of mace in police operations. Also, in 1988, in the back of that sergeant's car will be two electronic stun devices. One is called the Taser, a weapon that fires two darts from up to 15 feet away. These darts transmit approximately 40,000 volts of electricity — but with a very low amperage so that you don't harm the person — that shocks

the subject momentarily, knocks him to the ground, so he can be restrained with the velcro straps and handcuffs.

When a person is wearing heavy clothing, or for a variety of other reasons, including human error, these darts may not take. So, we have backed the Taser weapon up with a Nova stun gun — a similar device mounted on a rigid seven foot pole. If the Taser device does not work for whatever reason, a second officer can move in quite quickly with the rigid Nova stun gun and — with the same 40,000 volts — take the person down. That has greatly reduced the necessity to use the firearm in such life-threatening circumstances.

Editor: Commissioner, you've long been an advocate of greater minority representation within the uniformed ranks of the department. Can you tell us what you think are the major benefits to be derived from a uniformed force that is more reflective of the community it serves?

*"I certainly don't think
legalization of dangerous drugs is
a sensible idea."*



*"All those non-lethal devices
have just one purpose: to provide
an officer confronting a violent and
dangerous person an alternative
to the immediate resort to
his firearm."*

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P.C.: Well, I think a uniformed force whose make-up more nearly reflects the people being policed makes it easier to accomplish what we are trying to do — and that is a problem-solving, community involvement style of policing. And by that I mean identifying the problems, setting goals for correcting those problems, and involving the community in the resolution of those problems. To the extent that the police force looks like the community — and in New York that's going to be a multi-racial, multi-ethnic community — I believe it's easier to establish the necessary empathy and understanding between those being protected and those doing the protecting, and that makes for more fair and effective law enforcement. We've tried to do that, and I think we've been doing it with some degree of success.

Additionally, the presence of that minority police officer, or that female police officer, operates as a significant role model to those city residents — particularly inner-city residents

— who 30 or 40 years ago might never have looked at policing as a possible career choice because they saw no one that looked anything like them involved in police work. Today, that is less and less of a problem because we have made some really substantial advances in this area over the last ten years. I've been here almost five years, but over the last ten years, blacks have increased their representation in this department by 57 percent. Hispanics are up an incredible 275 percent. During this same time period female representation has increased in the department 545 percent. And in 1987 alone, black representation increased by 4.4 percent, Hispanics are up over 10 percent, and female employees grew by more than 11 percent. So, as we look at the New York City Police Department today, it is now 77 percent white, about 11 percent black, about 11 percent Hispanic and almost 1 percent "others." Meanwhile, the total female representation is just over 11 percent of all police officers.

This has been accomplished by doing some things that had not been done before — appointing an Assistant Commissioner whose full-time job it is to recruit, and giving him a small staff whose mission is to recruit full-time, all year long; and by convincing the Mayor to have an entry-level police exam every year and promotional exams every two years. Because of this policy our Assistant Commissioner and his team are able to go out and aggressively recruit, including enlisting community leaders to assist in seeking out possible candidates. We've even enlisted the help of some leaders who are outspoken critics of the Police Department and who have in the past accused the Police Department of not having enough minorities. Precinct specialist staffs — that is, Community Affairs, Community Patrol Officers, etc. — are also used in this recruiting effort and it seems to be going forward with a good deal of success.

Editor: Commissioner, you are also known to be a strong proponent of higher education for police officers. Can you tell us why you've taken that position and what the department is doing to foster greater educational achievement on the part of its members?

P.C.: Well, it's my personal opinion, backed up by numerous research studies, that a better educated police officer tends to be a more productive police officer, an officer that takes less sick time, receives fewer civilian complaints, and gets promoted faster and about twice as often as a person who has less than a college education. In fact, on all indices except turnover, he or she appears to exceed the performance of those who have lesser education. And as regards turnover, their turnover rate is just one percent higher than the less educated officer; and I don't see that as a significant negative.

Speaking from my own experience in the department — having come in as a vocational high school graduate and having since obtained three college degrees — I know that it has broadened my outlook, forced me to critically examine myself and all of the people around me, and opened new horizons to me.

Historically, police officers were usually better-educated than the general population. While New York police officers must minimally be high school graduates, there was a long period in our country's past when many people received only an eighth grade education and then dropped out of school and went to work. What has happened in recent times is that the general population has caught up, educationally, with the police. Today, it is necessary that police officers be highly educated. To this end we have taken a number of steps.

The most significant thing that we've done is to say to our

officers that you must acquire a specific number of college credits before you can be promoted to higher rank — two years of college credits to be promoted to sergeant; three years of college credits before you can become a lieutenant; and four years of college credit before you can become a captain. We have not been arbitrary in promulgating these standards, and, indeed, we have been fairly flexible in their applications to date so that no officer is unduly harmed as we implement this program; but those are now the standards for promotion in the New York City Police Department.

We have also recently developed a police cadet program that recruits future police officers who are presently sophomores in college, puts them through a merit screening process, employs them for two years as cadets — full time during the summer and part-time during the school year — and then takes them into the Police Department as promotees

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from the Cadet Corps. Cadets must pass the same exam that all other police candidates are required to pass: the same written exam, the psychological exam, character background checks — and, unlike the normal process, they must also pass an oral assessment panel. We will expand this program as funds become available.

What this means for the future is that every New York City Police Department captain will soon have at least a Bachelor's Degree and almost everyone else in the department will either have, or be working towards, at least two year of college because most officers want to move into supervisory ranks.

Editor: Has there also been a growth in employment and promotional opportunities for the civilian members of the department?

P.C.: Yes, there has. In fact, the number of civilian employees in the department has increased by more than 48 percent during the last ten years. We now have just about 7,000 civilian employees

in the department and I wish that we had more. Unfortunately, every time there's a budget crunch the first item that gets cut in the Police Department budget is civilian hiring.

One of the things that we did in 1987 — which really is a continuance of what I've been doing since I became Commissioner — is to increase the number of lines and titles available to our civilian workers and to move more civilian employees into the management ranks of the Police Department. As a result we now have civilian managers at the precinct level holding down jobs that were previously held by precinct lieutenants; and we will continue in that direction.

Editor: Commissioner, it was your stated intention to expand the Community Patrol Officer Program to all 75 precincts in the city. In light of the fiscal uncertainties that have recently developed, is that still your intention? And can you speak a little bit about the benefits of the program?

P.C.: Well, it is still my intention to expand CPOP into all

precincts by the Fall of 1988. The fiscal constraints imposed upon our budget by the events that took place on Wall Street on October 19th, 1987 have caused us to impose a delay and set up a new timetable — it has not, however, stopped it. So, while we originally had anticipated being in all precincts by the end of Fiscal Year 1988 [June 30th], it will now be the Fall of '88 before we're in all precincts, including the Central Park Precinct which will have a very innovative and special program. CPOP, the Community Patrol Officer Program, is an idea whose time has come; some might even say that it is an idea whose time has come again, because what we essentially are doing is taking a police officer out of his "armored" car and removing him from a mobile response mode — where he's driven by the 911 communication system — and putting him on foot where most of the work that he gets, most of the discretionary decisions that he makes



“A uniformed force whose make-up more nearly reflects the people being policed makes it easier to achieve a problem-solving, community involvement style of policing.”



“The Community Patrol Officer Program has changed the officer from a reactive to an interactive police officer, with the community as his greatest asset...”

INTERVIEW WITH COMMISSIONER WARD

while on patrol, arise out of his contacts with the community. We have changed him from a reactive to an interactive police officer, with the community as his greatest asset. We purposely require him to knock on doors and introduce himself to the community; to ascertain the needs of that community; and to become a catalyst for positive change. So, if there is an area that has a burglary problem because most of the people in that area work during the day, the CPOP officer may get together with the residents to develop a block association or develop watcher groups from among those people who do not go to work to help cut down on the burglaries. He may bring the precinct Crime Prevention Officer in to conduct premise security surveys. Some residents may need nothing more elaborate than a dead bolt lock, others may need windows treated in a particular way — a whole variety of little things can be done in a neighborhood to thwart a burglar.

Take a scenario where there are unsupervised school children coming home in the daytime. There's a whole variety of safety strategies that the Community Patrol Officer can help put in place, including "Safe Haven" houses composed of neighbors who are home. A simple symbol in the window of a store or a house will indicate that there's a trained and caring person in there with a phone who knows how to handle a situation where someone might be attempting to molest small children or attract them into a car or get them to take a walk with him. And the children know that they can go there anytime they feel threatened.

Let me give you another example. The Police Department has major ongoing anti-narcotics efforts in "Alphabet City" on the Lower East Side and in Southeast Queens. Once we began these programs we quickly found out that one of the major problems in these areas facilitating the drug trafficking was abandoned cars. Some of them would quickly become

stripped, making the neighborhood look terrible, and even were being used as the inventory storehouses for drug dealers in the area. The Community Patrol Officer can quickly identify such secondary problems and use either the Police Department's towing apparatus or coordinate with the Department of Transportation or the Department of Sanitation to work out successful programs to get these abandoned cars rapidly off the street — before they become eyesores and exacerbate other neighborhood problems.

So, I say once more, this program is an idea whose time has come. The CPOP officer goes beyond the role of the traditional foot patrolman who tended to work only on commercial strips and was known mostly by the merchants in the area. CPOP officers have posts encompassing a number of blocks, depending on the population density and the crime situation in the community. They go into the side streets

INTERVIEW WITH COMMISSIONER WARD

and meet with the local residents as well as the merchants and try to engage in problem solving at the grass roots level — even problems that are not primarily crime or law enforcement in nature.

Editor: One last question Commissioner. In 1987 a City Charter amendment altered the composition of the Civilian Complaint

Review Board to include members from the private sector.

What do you believe will be the major effect of this change?

P.C.: The most important effect will be greater public confidence in the independence and impartiality of the Civilian Complaint Review Board. I do not foresee any major variances from past CCRB investigative practices or patterns of case disposition. The Board was, in my opinion, a fair and impartial body when it was composed entirely of Police Department civilian employees. I expect it will remain so now

that the twelve-member board's composition has been divided equally between 6 civilian members of the department and 6 public representatives drawn from all parts of the city.

The old Review Board served the department and the city well during its existence and I had great respect for it. However, because it was made up solely of department personnel — albeit civilian personnel — it was hampered by a widespread belief that no agency should be expected to investigate itself. The new board's membership deals with this concern.

Editor: Thank you, Commissioner.

STATISTICS

This section of the report contains basic statistical data concerning New York City crime, Police Department enforcement activity, and Police Department staffing.

These statistics are important, however, they only partially measure crime levels and police efforts — all crimes are not reported; and police efforts, of course, transcend arrest and summons activities.

The first group of eight charts presents crime statistics reported under the FBI's Uniform Crime Reporting (UCR) Program. The first chart shows New York City's ranking among the 25 largest cities in America as to overall crime. New York City was 10th nationwide in terms of total Index Crimes for calendar year 1987. However, it would have probably ranked 11th, were it not for the FBI's exclusion of certain statistics submitted by Chicago which were not in accordance with nationwide UCR

guidelines. New York City experienced a 3.4% increase in Index Crimes in 1987 compared to a nationwide increase of only 2%; however, this is below the 5.6% increase that occurred in New York City in 1986. The next seven charts present the trends in individual crime categories: Murder and Non-Negligent Manslaughter, Rape, Robbery, Burglary, Motor Vehicle Theft, Aggravated Assault, and Larceny-Theft.

The second grouping of charts concern traffic enforcement; they reflect the department's efforts to control the millions of vehicles that are operated in the city. The statistics document increased enforcement efforts and a 31% decline in pedestrian fatalities in 1987.

The last two charts present NYPD staffing information. Uniformed personnel strength increased in 1987 to 27,545 employees. However, a tighter fiscal outlook has disrupted the city's plans to employ 30,600 police officers by the end of Fiscal Year 1988 (June 30, 1988).

As a result, the department anticipates a slower expansion of its community patrol and anti-narcotics programs. The number of civilian employees grew by approximately 600 to reach 6,862 by year-end. Many of these employees work at the precinct level directly supporting police officers performing patrol, narcotics enforcement, and other operational activities.

THE NATIONAL UNIFORM CRIME REPORTING (UCR) PROGRAM

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

FBI-UCR DEFINITIONS

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

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

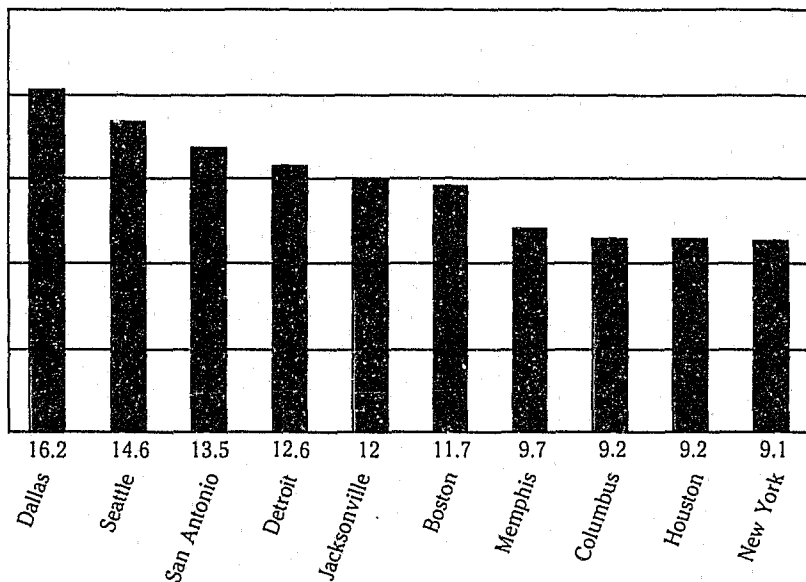
Robbery—The taking or attempting to take anything of value from the care, custody, or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

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

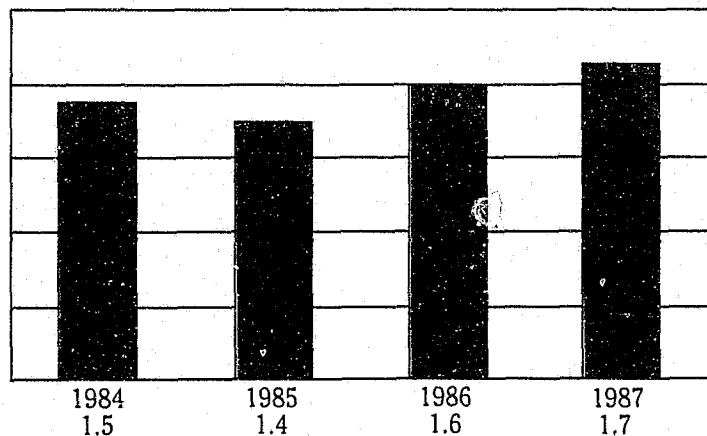
Burglary—The unlawful entry of a structure to commit a felony or theft.

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

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



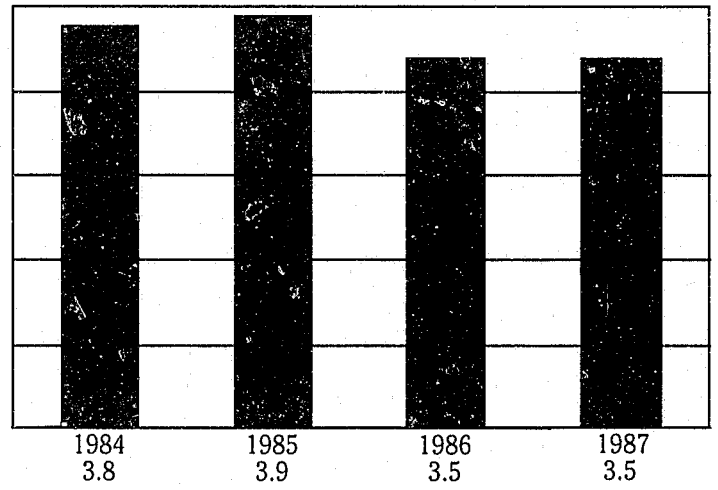
Total UCR Index Crimes per 100,000 Population Year End 1987 (In Thousands)



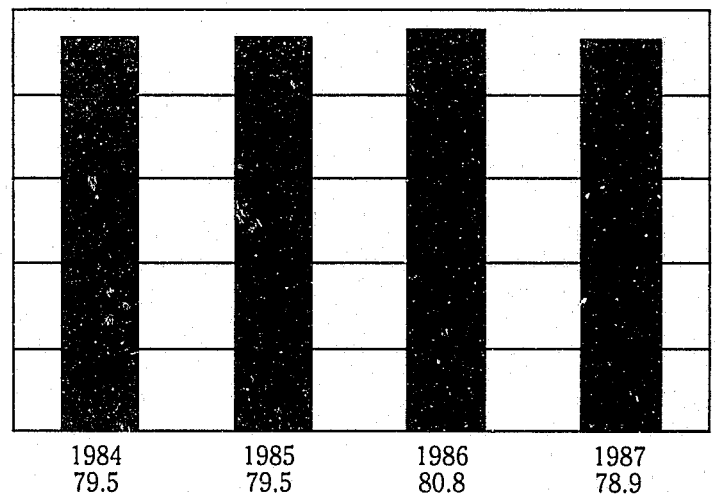
Murder and Non-Negligent Manslaughter, N.Y.C. (In Thousands)

CRIME

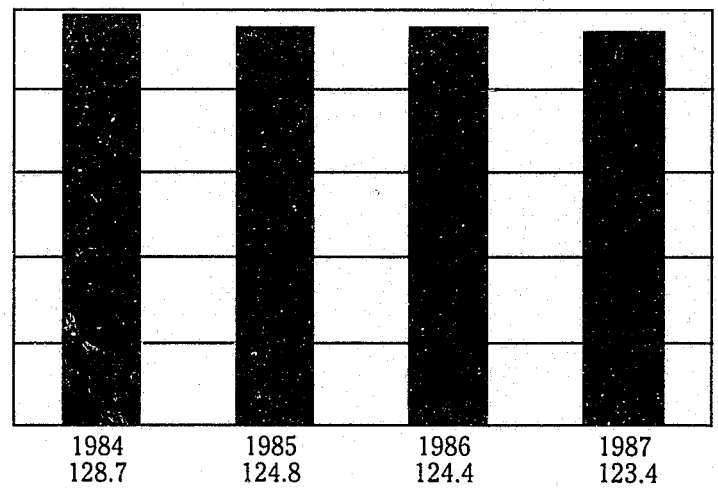
Reported Forcible Rape,
N.Y.C. (In Thousands)

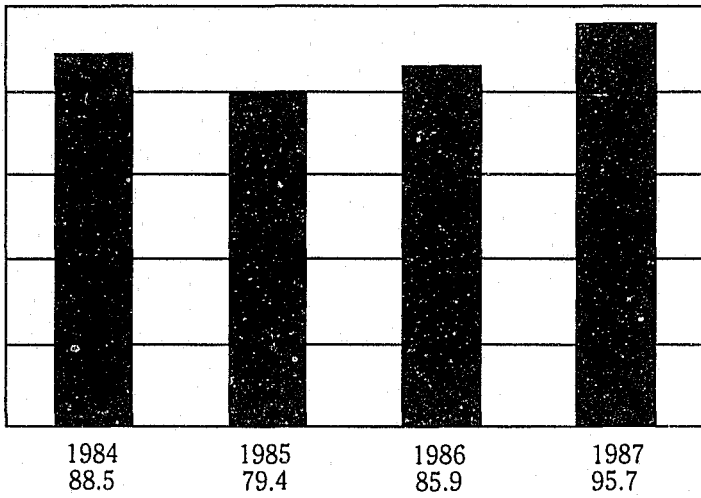


Reported Robbery,
N.Y.C. (In Thousands)

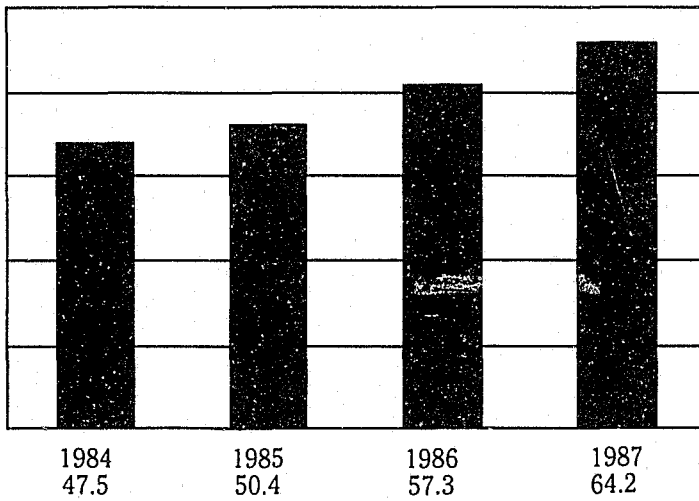


Reported Burglary,
N.Y.C. (In Thousands)

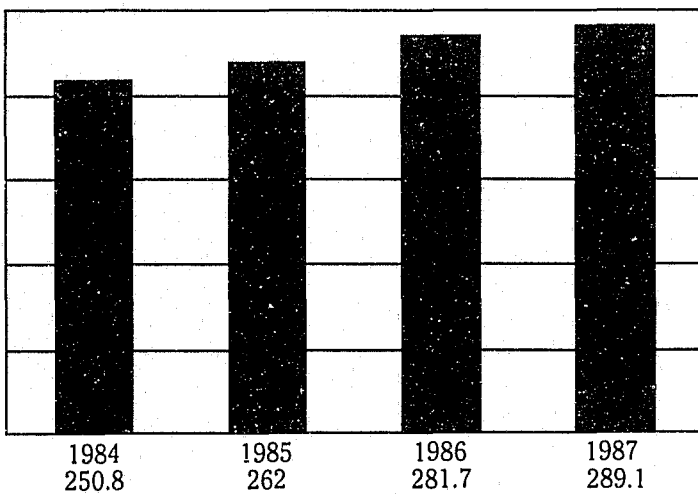




Registered Motor Vehicle CRIME
Theft, N.Y.C.
(In Thousands)



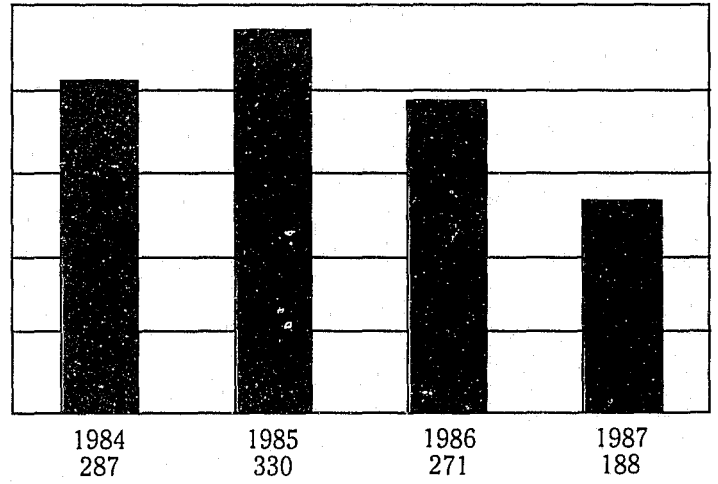
Reported Aggravated
Assault, N.Y.C.
(In Thousands)



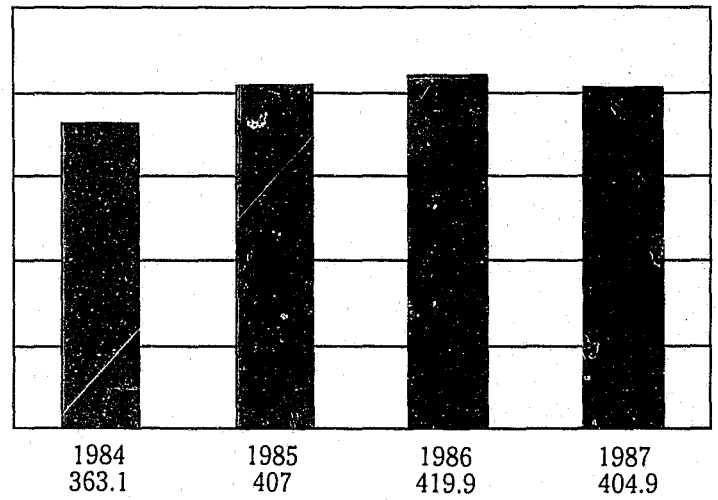
Reported Larceny —
Theft, N.Y.C.
(In Thousands)

TRAFFIC
ENFORCEMENT

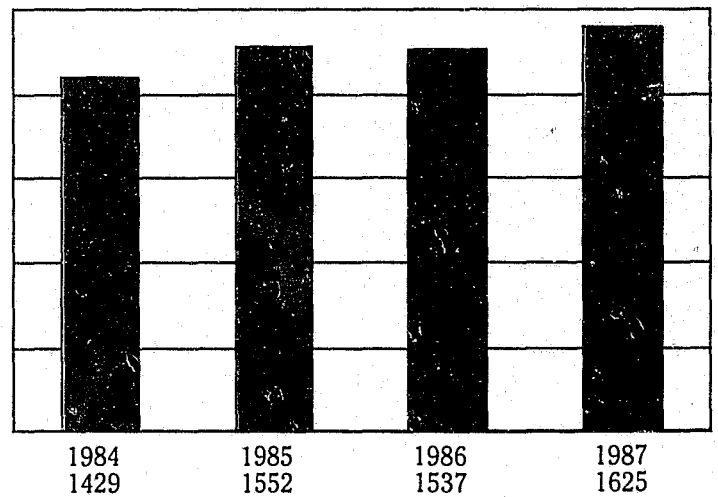
Pedestrian Fatalities,
N.Y.C.



N.Y.P.D. Signal Light
Summonses
(In Thousands)

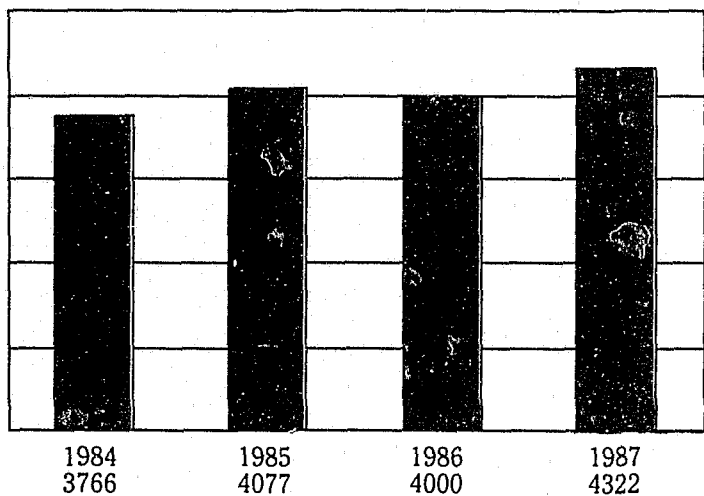


N.Y.P.D. Moving
Violations Summonses
(In Thousands)

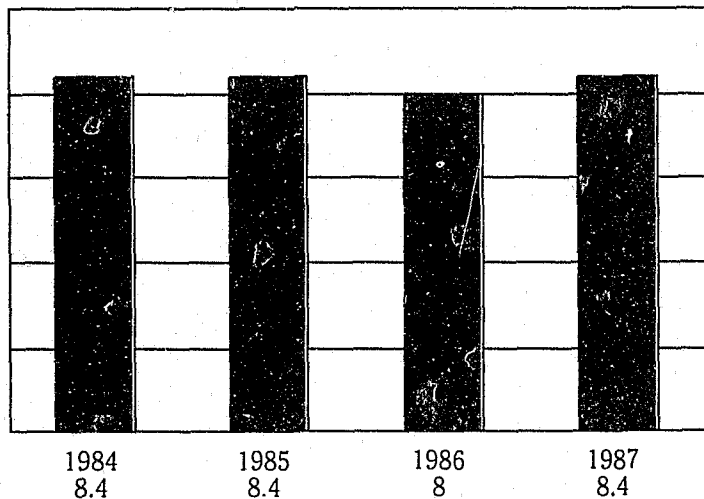


TRAFFIC
ENFORCEMENT

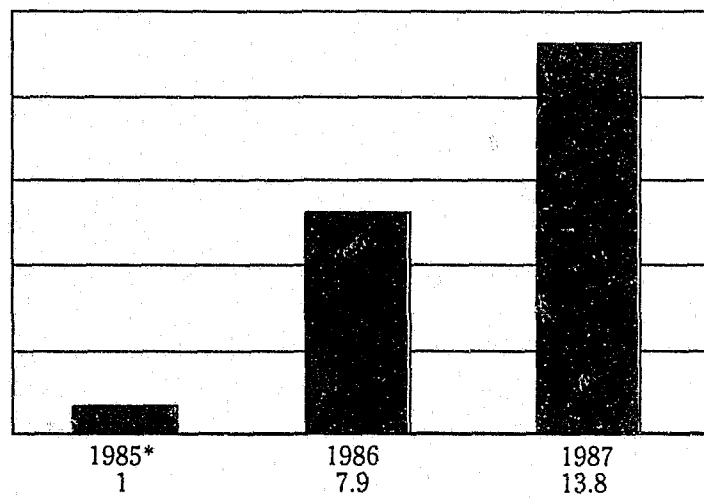
N.Y.P.D. Parking
Violation Summonses
(In Thousands)



N.Y.P.D. DWI Arrests
(In Thousands)



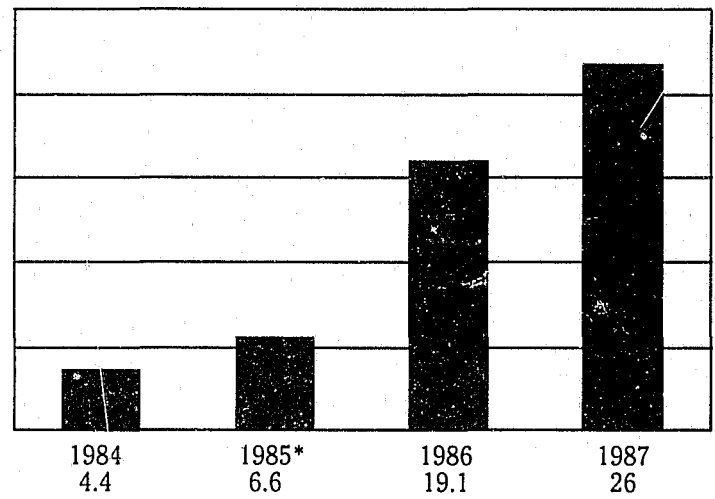
Commercial Bike
Violation Summonses,
N.Y.C. (In Thousands)



*First year of Local Law 47

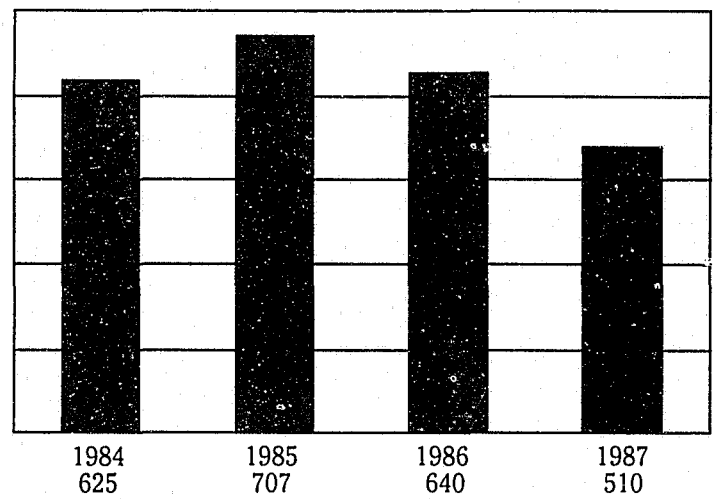
TRAFFIC ENFORCEMENT

All Bike Violations of Traffic Regulations Summonses, N.Y.C. (In Thousands)



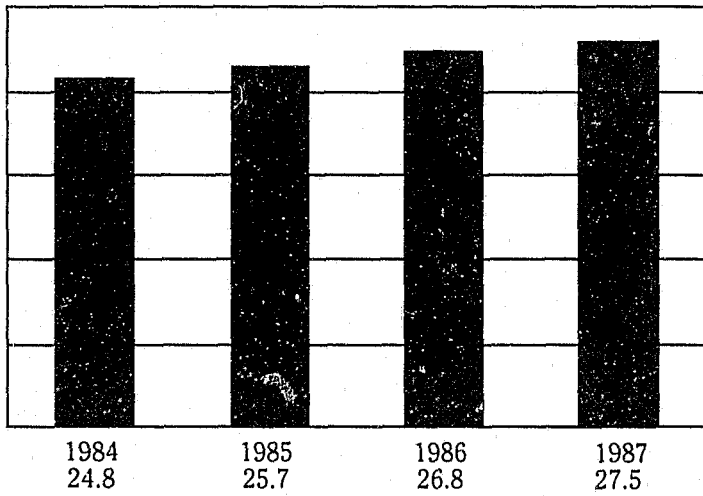
*First year of Local Law 47

Number of Bike/Pedestrian Accidents, N.Y.C.

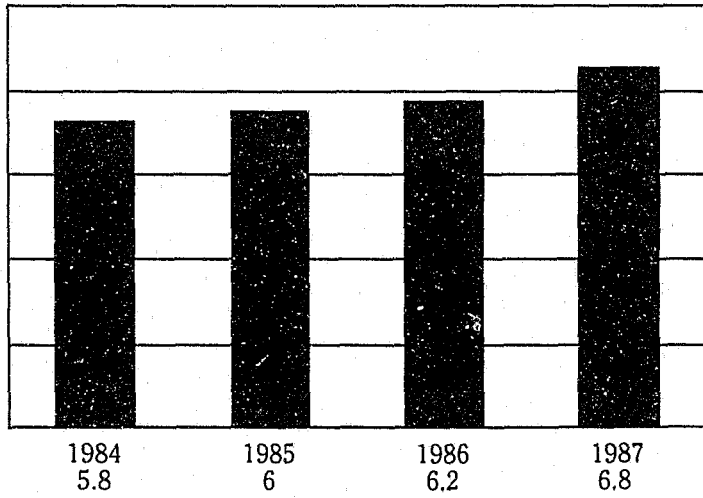


PERSONNEL

N.Y.P.D. Number of Uniformed Personnel (In Thousands)



N.Y.P.D. Number of Civilian Employees (In Thousands)





OFFICIAL SEAL OF THE NEW YORK CITY POLICE DEPARTMENT

The Department seal incorporates two fundamental elements: it features motifs specific to the City of New York and it depicts symbols associated with Justice.

Contained within the legend is an inscription of the five boroughs served by the Police Department. On the lower half is a reproduction of the Seal of the City of New York which honors daily life during colonial times. New York was a major

seaport for the flour and fur trades (portrayed by a sailor, barrels and beavers, respectively). Among the colony's early settlers were the Indians and the Dutch (windmill).

The upper half of the seal is devoted to the emblems of Justice. Boldly engraved are the Latin words for law and order: *LEX* and *ORDO*.

Featured in the upper center of the seal are a scale for weights and measures and fasces with a two-

edged axe. Borne before Roman magistrates, the fasces served as a badge of authority. The scales of justice have long been symbolic of mankind's struggle to balance good against evil, truth against falsehood.

Law, Order, Impartiality, Truth, Justice — these are the very virtues the New York City Police Department continuously strives to fulfill.

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N.Y.U.: Jose Pelaez (p.19, bottom)

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