



THE  
FIVE T'S:  
TAKING  
EFFECT

**NYPD**





# NINE PRINCIPLES OF POLICING

1829



Sir Robert Peel  
Founder,  
Metropolitan Police,  
London



- 1 The basic mission for which the police exist is to prevent crime and disorder.
- 2 The ability of the police to perform their duties is dependent upon public approval of police actions.
- 3 Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
- 4 The degree of co-operation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
- 5 Police seek and preserve public favor not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.
- 6 Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient.
- 7 Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
- 8 Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.
- 9 The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.



# TRUST

Nearly two centuries ago, in 1829, Sir Robert Peel laid out the principles that still guide policing. They state that the purpose of the police is to prevent crime and disorder, but they also note that this cannot be accomplished without the trust and approval of the citizenry. The new [Neighborhood Policing Plan](#) is the most pivotal element in the NYPD's current reform efforts, aimed at reinforcing the public's trust in the Department. The plan is a reinvention of the police patrol function. In most police departments—the NYPD included—patrol had devolved into answering calls for service and little else. This alienated the patrol cops from the neighborhoods they serve and the people in them. But by assigning the same officers to the same sectors on the same tours, the Neighborhood Policing Plan is restoring patrol officers to the role of problem-solving community guardians, who know the neighborhood and work closely with residents.

Thanks to Mayor de Blasio and the City Council, the NYPD has seen its first headcount expansion in more than a decade. This allows the NYPD to put enough cops in the precincts to ensure that each sector officer has the latitude to answer calls, solve problems, and work with the neighborhood, keeping engaged with local residents and local issues. Neighborhood Policing also assigns two neighborhood coordination officers (NCOs) to each sector. The NCOs work closely with community members, identify problems, develop intelligence about crime, and lead problem-solving and crime-fighting efforts.

Today's NYPD views public safety as both a shared responsibility and a shared opportunity. Having enlisted nearly 800 community volunteers since its launch in July 2014, the [Community Partner Program](#) is another key component in the NYPD's ongoing efforts to close the police/community divide, especially in the city's minority neighborhoods. Begun as a way to introduce recent Police Academy graduates to the communities they will be policing, the program is becoming much more. Now, NCOs and sector officers, working under the Neighborhood Policing Plan, collaborate with community partners on the nuts and bolts of policing their neighborhoods. The program has greatly increased the number of positive contacts between





## TRUST

patrol officers and community leaders and residents. It provides a day-to-day forum for both police and the community to dispel preconceived notions while simultaneously forging and maintaining strong relationships.

Another step toward bolstering the community's faith in the NYPD, the Office of Deputy Commissioner of [Collaborative Policing](#)—an entirely new entity in the Department—focuses on partnering with other city agencies, non-profits, community-based organizations, the faith community, and other stakeholders on a wide variety of public-safety initiatives as a means of building trust. Collaborative Policing has worked to expand the number of NYPD officers certified to interpret foreign languages and is providing interpretation of hundreds of languages over the phone through a service called Language Line. Additionally, over the next three years, at each of the NYPD's 77 precincts and nine Housing Bureau police service areas, the Department is adding two victim advocates, one of whom will focus on domestic violence victims while the other works with other victims. These advocates will help people navigate the criminal justice system, inform victims about available resources, and work with victims to develop personal safety plans. This effort will be the largest and the most comprehensive victim-services program in the country.

All of these efforts are part of reinforcing the trust spoken of by Sir Robert Peel: "The power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions, and behavior, and on their ability to secure and maintain public respect."



BY WORKING WITH COMMUNITY MEMBERS MORE CLOSELY AND COMPLETELY THAN EVER BEFORE, THE NYPD REINFORCES ITS COMMITMENT TO FINDING COMMON GROUND ON LOCAL GROUND.

THE COMMUNITY PARTNER PROGRAM HAS GREATLY INCREASED THE NUMBER OF POSITIVE CONTACTS BETWEEN PATROL OFFICERS AND COMMUNITY LEADERS AND RESIDENTS. IT PROVIDES A DAY-TO-DAY FORUM FOR BOTH POLICE AND THE COMMUNITY TO DISPEL PRE-CONCEIVED NOTIONS WHILE SIMULTANEOUSLY FORGING AND MAINTAINING HEALTHY RELATIONSHIPS.





# TRAINING

Training is essential to organizational change. The de Blasio administration and the NYPD are investing heavily in a more comprehensive recruit curriculum at the Academy, in field training for all Academy graduates, and in recurring advanced training for veteran officers. The NYPD's new Police Academy in College Point, Queens, is playing a pivotal role. Brought into service in January 2015, it's a school for the streets: a state-of-the-art facility with smart classrooms and a variety of mock environments suited to scenario-based training, including a simulated tactical village with storefronts, vehicles, bank windows, and even a subway car.

The Academy is supporting a major shift in NYPD recruit and in-service training, with facilitated classroom instruction, as well as a more hands-on, [scenario-based training model](#). Recruits and veteran officers are regularly receiving skills training to prepare them for the complexities of policing a highly dense urban environment. For 12 days during their Academy training, recruits are given assignments in the field, where they meet Community Partners, learn about the neighborhood, and get a controlled experience of police work. They then return to the Academy to debrief and continue their training.

Upon their graduation, the NYPD has ended the practice of sending these new officers into IMPACT zones—high-crime areas where they were taught that enforcement was the preferred response for correcting all manners of behavior. Instead, all Police Academy graduates are now assigned to precincts where they patrol with seasoned, veteran [field training officers \(FTOs\)](#) who expose them to the full range of police functions and mentor them in developing the interpersonal skills and discretion that are the soul of police work. Each FTO works with two rookie officers, and each rookie officer does two months of day tours, two months of evening tours, and two months of night shifts with different FTOs. To enhance the field training program, the Community Partner Program's nearly 800 community volunteers work with precincts and especially with the Academy graduates, introducing them to neighborhood leaders, merchants, ministers and church congregations, young people, and other residents.





## TRAINING

The NYPD has also instituted [Continuing Professional Education \(CPE\)](#) for veteran officers. CPE seeks to engender a more service-oriented mindset and to give officers the tactical tools to de-escalate tense situations while using the least amount of force necessary to gain control of physical confrontations. From 2015 to date, more than 27,250 NYPD uniformed personnel in all ranks received three-day training to improve their interaction and investigative skills with the public, especially in confrontation and arrest situations. The training built on a foundation of personal development and sought to equip NYPD officers with the mental toughness and verbal tactics to maintain courtesy and respect in the most strenuous situations. They were schooled in crisis and conflict management, controlling adrenaline and unnecessary force, understanding officer cynicism and abuse of authority, physical control techniques, and related legal issues. More than 80 percent of the officers taking the three-day course found it useful and relevant. In 2016 and beyond, the NYPD will continue to provide five days of recurring annual training: two days on firearms and three days of CPE covering de-escalation strategies, intervention skills, and changes in the law and police procedures.

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



USING MOTION-CAPTURE TECHNOLOGY, OFFICERS ENGAGE IN ACTIVE-SHOOTER TRAINING THAT CAN BE COMPUTERIZED AND ANALYZED TO DISTILL BEST PRACTICES.

CONTINUING PROFESSIONAL EDUCATION SEEKS TO ENGENDER A MORE SERVICE-ORIENTED MINDSET AND TO GIVE OFFICERS THE TACTICAL TOOLS TO DEESCALATE TENSE SITUATIONS.





# TECHNOLOGY

Today's NYPD is undergoing transformative technological change, from a Department that still used typewriters and Polaroids just a few short years ago to one that has become the most technologically advanced police department in the United States.

The NYPD's Information Technology Bureau (ITB) is building a high-bandwidth, redundant network that will provide high-speed data access to every NYPD facility and will be the third-largest network in New York City. As of January 2016, more than 30 NYPD commands have already joined the network, with ITB adding new commands at the rate of two per week. The network can transmit live video footage, giving every precinct access to surveillance cameras that historically have only been monitored from headquarters. Additional storage space has made it possible to issue individual email addresses to every member of the Department. The NYPD is also spending more than \$50 million to construct two entirely new data centers with entirely new equipment, which use modern methods for storing data in the cloud while still meeting all federal standards for data and system security. When these projects are complete, the NYPD will have full redundancy and back-up in both the data centers and the network for the first time.

As of March 2016, every officer has been equipped with a smartphone, and more than 2,000 police vehicles have been equipped with tablets. The project, called the [NYPD Mobility Platform](#), was funded and expedited with \$160 million in forfeiture funds provided by Mayor Bill de Blasio and Manhattan District Attorney Cyrus Vance. The new devices represent an exponential advance in the NYPD's capacity to move data to and from officers on patrol. The phones were initially distributed to the precincts that are implementing the Neighborhood Policing Plan. They are a key tool for both neighborhood coordination officers and sector officers as they manage their sectors and engage with residents.

ITB has a myriad of other projects under way, including the design of a suite of applications, for both mobile and desktop, that use the same underlying architecture and the same look and feel for the user. These will replace the Department's unwieldy collection of disparate legacy software. ITB has also





digitized the CompStat report used to help guide the CompStat strategy sessions, allowing NYPD personnel throughout the Department to apply analytic tools to the underlying data to chart, map, and graph crime patterns.

CompStat 2.0, as the new digitized report is called, is now publicly available on the [nyc.gov/nypd](http://nyc.gov/nypd) website.

As of January 2016, the Department's Automatic Vehicle Locator system is up and running in more than 5,000 vehicles, providing enormous advantages in managing patrol and ensuring officer safety. ITB is also managing ShotSpotter technology that can identify and report gunshots, and body-camera technology that can record enforcement encounters between police and the public. The list goes on: video-conferencing systems, crime-pattern-recognition software, and a digital detail-management system. There is also an enterprise-training platform that can produce course catalogues, schedules, and transcripts, and also host training videos, providing more training instruction to more people on their own schedules. Many of these will rest on the new NYPD Intranet, or internal website, which is being rebuilt with a SharePoint system to provide NYPD personnel with easy access to applications and information in a welcoming and navigable digital environment.

TODAY'S NYPD IS UNDERGOING TRANSFORMATIVE TECHNOLOGICAL CHANGE, FROM A DEPARTMENT THAT STILL USED TYPEWRITERS AND POLAROIDS JUST A FEW SHORT YEARS AGO TO ONE THAT HAS BECOME THE MOST TECHNOLOGICALLY ADVANCED POLICE DEPARTMENT IN THE UNITED STATES.



PUTTING A TABLET IN NEARLY EVERY CAR ALLOWS PATROL OFFICERS TO PERFORM ADMINISTRATIVE TASKS IN THE FIELD, RATHER THAN REQUIRING A TRIP TO THE STATIONHOUSE.

911

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

CRIME INFORMATION CENTER

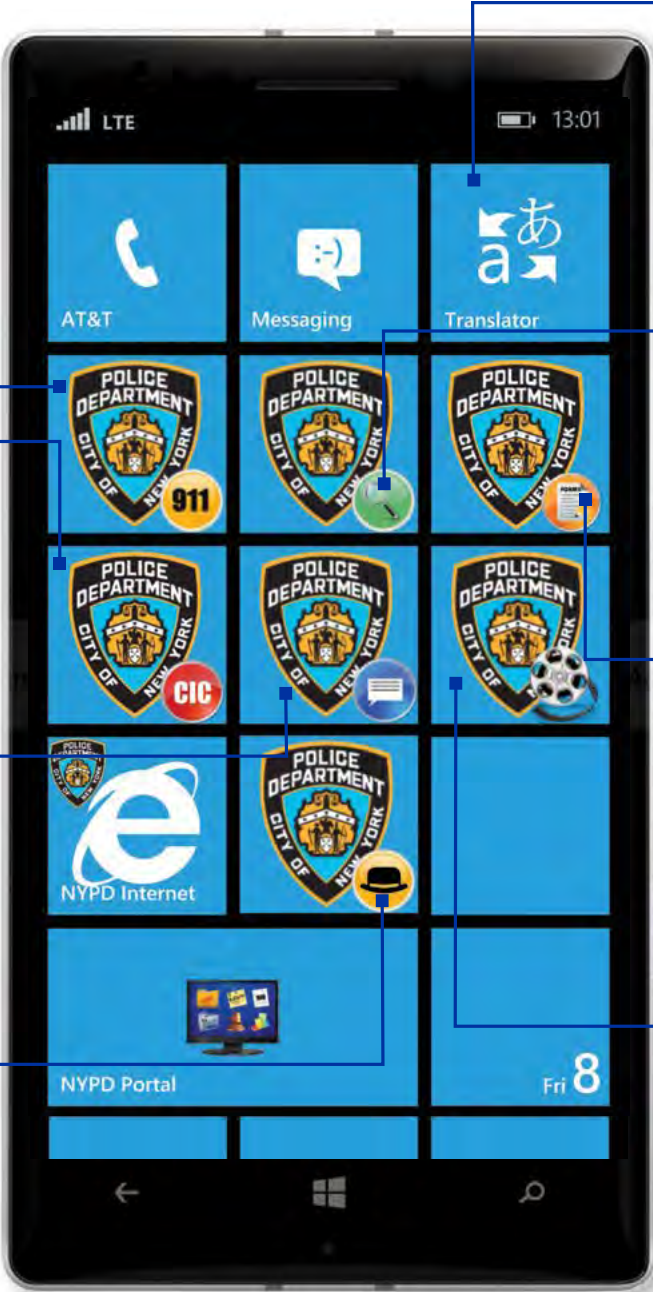
Check warrants, wanted persons, missing persons, and all Crime Stoppers data.

MESSAGING

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

COMPSTAT 2.0

Access an updated and interactive version of the real-time crime pattern analysis and mapping system used by the highest-ranking members of the Department—signified by Jack Maple's unmistakable bowler hat.



TRANSLATOR

Translate audible speech or typed word—spanning up to 50 languages—in order to better-communicate with NYC's diverse population.

SEARCH

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

FORMS

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

VIDEO

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



# TERRORISM

New York City remains the top target for terrorists in the United States. Since the first bombing of the World Trade Center in 1993, New York City has been the target or nexus for at least 20 terrorist plots, more than any other American city. Just in 2014 and 2015, there were four major cases. In the past 23 years, the threat picture has changed, and the NYPD has kept pace. The hotel attacks in Mumbai, the Charlie Hebdo attack in Paris, the more recent Parisian attacks at multiple locations, and the attack in San Bernardino starkly revealed the terrorists' remorseless intent to kill as many innocents as possible and to battle responding police officers with heavy weapons.

Our primary asset in this regard is our [Emergency Service Unit](#), or ESU—the best trained police officers in the world. They are the tip of our spear. But ESU is small, and needs to be mobile. So for years, critical sites were instead guarded by patrol officers borrowed each day from routine assignments in the 77 precincts. These officers were neither trained nor equipped to counter the type of threat they were deployed against. With the help of Mayor de Blasio and the New York City Council, we created the [Critical Response Command](#). CRC is a permanent cadre of some 525 hand-selected officers. They're trained in the full range of counterterrorism expertise, including active-shooter protocols, special weapons, explosive trace detection, radiological and nuclear awareness, and biological and chemical weapons awareness, as well as the skills to detect an impending attack and to read the faces and body language of possible attackers. Briefed on the latest intelligence, they're deployed daily to potential terror targets, and prepared to mobilize for active-shooter or terrorist events, such as those in Paris or Mumbai.

The NYPD also established the [Strategic Response Group \(SRG\)](#) in May 2015, consolidating eight separate patrol borough task forces into a single unified command. Now part of the Citywide Operations Bureau, SRG comprises some 800 personnel operating in five individual SRG commands that are assigned to each of the city's five geographic boroughs. The unit's multiple missions include disorder response, crime suppression, and mobilizations. Mobilizations are called whenever there is a shooting, a bank robbery, a missing person, a demonstration, or other significant incident. Trained in safe, effective crowd control, SRG has proven to be a critical asset during





## TERRORISM

such high-profile events as the papal visit, tennis's U.S. Open, the United Nations General Assembly, and the Thanksgiving Day Parade.

SRG units assist patrol personnel around the clock in daily crime-fighting operations, especially in precincts experiencing spikes in violent crime. Uniformed SRG units have effected hundreds of arrests, including many for felony offenses. SRG's enforcement efforts are targeted by real-time intelligence analyses from precinct commanders and field intelligence officers (FIOs) working in each precinct.

SRG also provides another layer of response capability to assist both CRC and ESU in the event of terrorist and active-shooter incidents. Accordingly, it trains all of its members in advanced hazardous materials response, basic and tactical use of M4 rifles, Advanced Law Enforcement Rapid Response Training (A.L.E.R.R.T), and active-shooter response. SRG is specifically charged with establishing perimeters and rescue corridors and organizing Rescue Task Forces of Fire Department and EMS personnel to safely evacuate injured victims.



THE NYPD RUNS LARGE-SCALE CRITICAL INCIDENT DRILLS IN REAL-WORLD ENVIRONMENTS WITH MULTIPLE PARTNERS.



SRG UNITS ASSIST PATROL PERSONNEL AROUND THE CLOCK IN DAILY CRIME-FIGHTING OPERATIONS, ESPECIALLY IN PRECINCTS EXPERIENCING SPIKES IN VIOLENT CRIME. UNIFORMED SRG UNITS HAVE EFFECTED HUNDREDS OF ARRESTS, INCLUDING MANY FOR FELONY OFFENSES. SRG'S ENFORCEMENT EFFORTS ARE TARGETED BY REAL-TIME INTELLIGENCE ANALYSES FROM PRECINCT COMMANDERS AND FIELD INTELLIGENCE OFFICERS (FIOs) WORKING IN EACH PRECINCT.



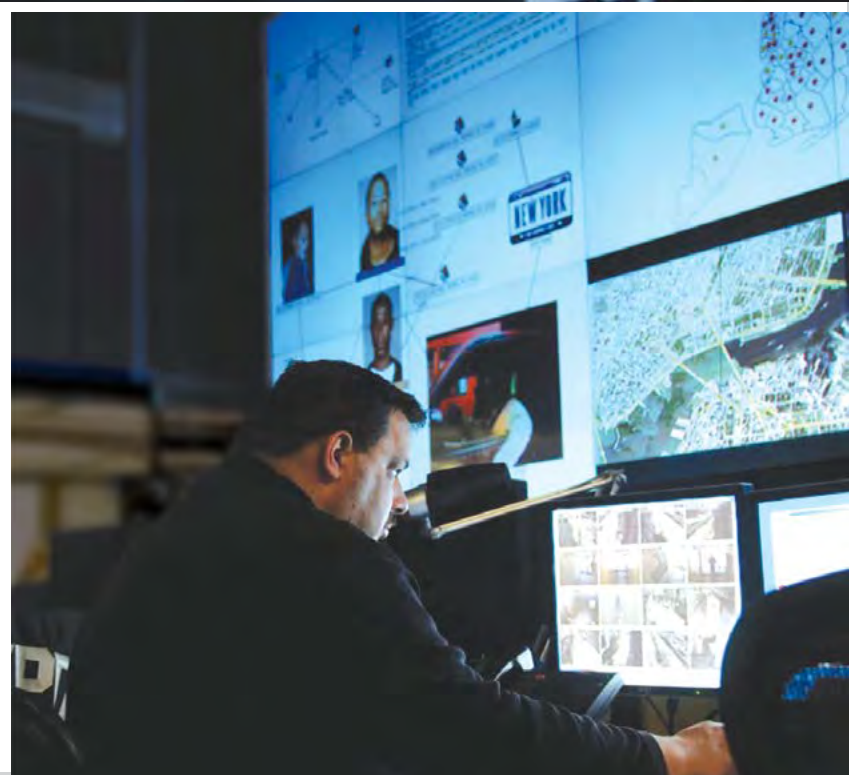
# TACKLING CRIME

Since 2014, the NYPD has pioneered “Precision Policing.” The fight against crime is unending, but the tactics can’t remain the same. So the NYPD has changed the way it does business, seeking to prevent crime and disorder with greater inter-agency and community collaboration, a renewed sense that public safety means pursuing security and public approval in tandem, and less intrusive tactics. Considering that 2015 ended with the lowest overall crime in half a century, the results are in: we can have a safer city and a fairer city, too.

Last year, for example, NYPD field intelligence officers took 998 guns off the streets by debriefing arrestees and getting court-approved search warrants. In 2011—the height of stop, question and frisk—there were 819 guns recovered during stops. In other words, one unit practicing [precision policing](#) got more guns by talking to people than came from nearly 700,000 street stops.

Our [Violence-reduction Task Forces](#) are also precision policing. By assembling teams of local precinct detectives and patrol officers, gang detectives, narcotics officers, Juvenile Justice Division investigators, and others, the task forces meld specialty investigative skills with local knowledge and expertise to target violent groups and organize comprehensive investigations. But precision policing needs precision prosecutions. The new [Gun Violence Suppression Division](#) incorporates the violence-reduction task forces, a gun-trafficking unit, a gun-enhancement unit to assist local detective squads in enhancing gun arrests, and a prosecution unit to bring the strongest possible firearms cases to court.

The [Detective Bureau](#) practiced precision policing long before anyone called it that. The Bureau investigated more than 220,000 cases in 2015, and its investigators once again earned the moniker: “Greatest Detectives in the World.” Its new [Grand Larceny Division](#) identified nearly 1,000 patterns in 2015, and stayed on top of evolving trends like cybercrime and identity theft. With the New York City Police Foundation, the Detective Bureau also runs the Crime Stoppers tip line that has helped solve thousands of crimes in New York City. In 2016 the Bureau has been significantly expanded, with the addition of all the investigatory components formerly under the now-defunct Organized Crime Control Bureau, among them the gang, vice, and narcotics divisions.





## TACKLING CRIME

The NYPD's new Neighborhood Policing model is also delivering a level of detailed intelligence about local crime and criminals that is largely unprecedented. Neighborhood Policing, the NCO Program, and the Community Partners Program are all improving officers' situational awareness and bolstering their knowledge of their respective neighborhood's unique crime conditions. At the same time, the Department embraces the idea of shared responsibility as it empowers neighborhood residents to play an active role in reducing crime, fear, and disorder.

[NYC Ceasefire](#) is a partnership between community members, support services, and the Department—all working together to target violent crime. The initiative aims to end the cycle of continuous violence by communicating with gangs, crews, and other groups of serial offenders, about both the consequences of violent crime and the existence of other, more positive options. The message is clear: violence will not be tolerated, and there is a way out. Through this program, the Department not only encourages a change-of-heart, but actively works with anyone willing to turn their life around.

Bringing it all together is [CompStat](#), the NYPD's command accountability system, which continues to be instrumental in driving down overall index crime. Each week, a different borough command comes to police headquarters for intensive analysis and strategy sessions that cover everything from increases in shootings and violence, to rises in robberies and property crime, to the pursuit of wanted felons, to the investigation of outstanding cases of all kinds. Supported by electronic mapping and other data-display technology, the CompStat sessions are the central forum for ensuring that NYPD resources are used with precision—that is, they're focused on the problems that matter most and the crimes that pose the greatest danger.

LAST YEAR, FOR EXAMPLE, NYPD FIELD INTELLIGENCE OFFICERS TOOK 998 GUNS OFF THE STREETS BY DEBRIEFING ARRESTEES AND GETTING COURT-APPROVED SEARCH WARRANTS. IN 2011—THE HEIGHT OF STOP, QUESTION AND FRISK—THERE WERE 819 GUNS RECOVERED DURING STOPS. IN OTHER WORDS, ONE UNIT PRACTICING PRECISION POLICING GOT MORE GUNS BY TALKING TO PEOPLE THAN CAME FROM NEARLY 700,000 STREET STOPS.



BY MAKING THE PUBLIC AN ACTIVE PART OF PUBLIC SAFETY, NEIGHBORHOOD POLICING RECOGNIZES THAT FIGHTING CRIME AND BUILDING TRUST HAVE TO BE PURSUED IN TANDEM.





# TRUST

All these efforts return us, full circle, to the first of the Five Ts, which is also the last, Trust. It's the one without which the police cannot exist. Part of trust is fairness, and part is a sixth T, transparency, that underpins trust just as trust underpins the other Ts. From CompStat 2.0, to working with oversight, to open communication, transparency is key.

Two years ago we set out to restore trust by seeking fairness, inside and out. Inside, we changed our discipline system. We hold cops to high standards, but if we want them to treat the public with reasonable discretion, we have to treat them the same way, and that hadn't always been the case in the preceding years. We have also sought to provide enhanced safety equipment, more effective tools, cleaner facilities, and better vehicles for our cops.

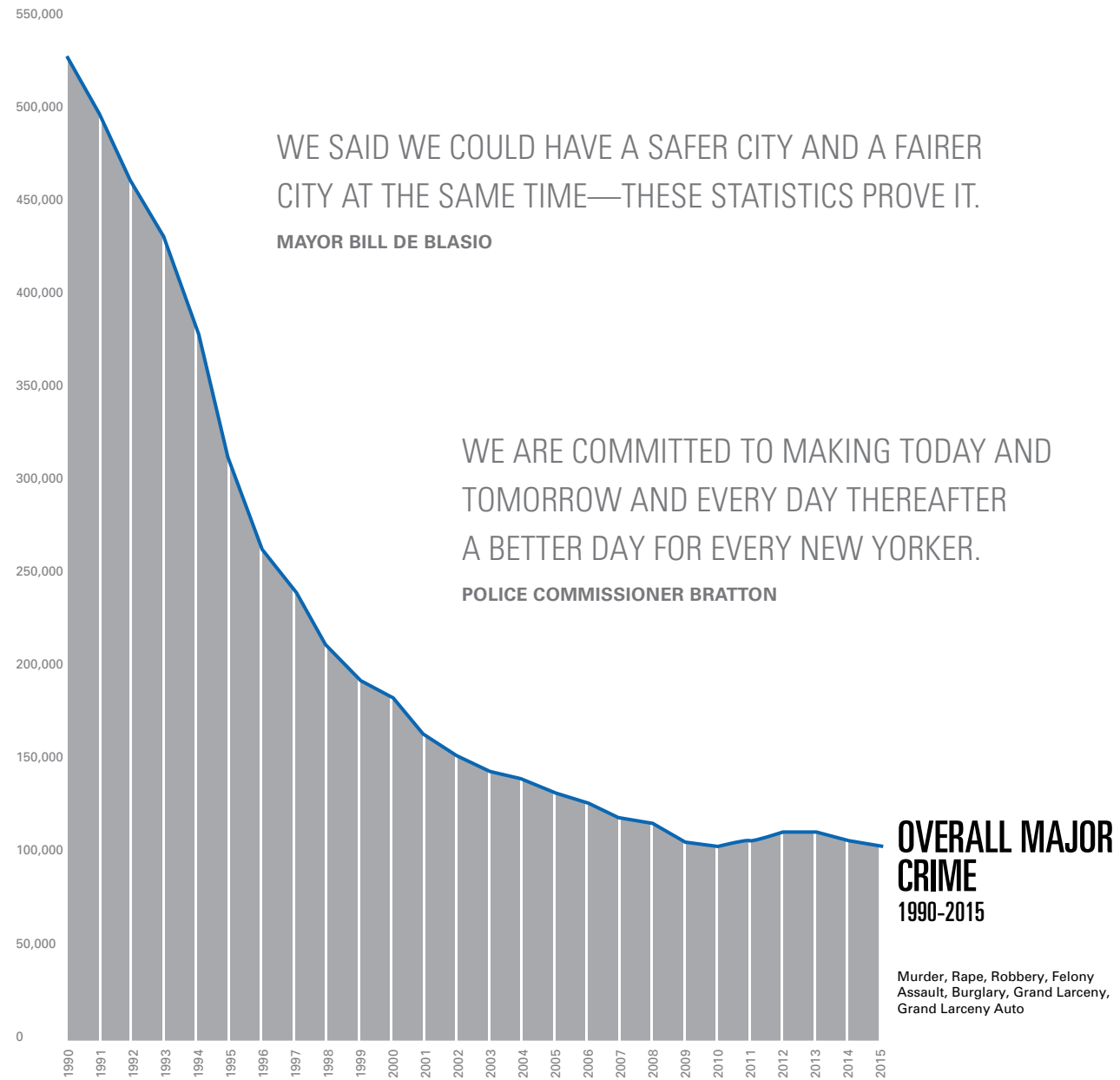
Externally, we reminded officers that enforcement wasn't the only way to prevent crime and disorder and maintain New Yorkers' quality of life. The reminder worked. Take all of 2015's enforcement actions—reasonable-suspicion stops, criminal summonses for offenses like disorderly conduct and open containers of alcohol, and arrests—and compare each category to its ten-year high, and enforcement actions were down by one million last year. We call it the [Peace Dividend](#).

Going forward, the NYPD is introducing a new use-of-force policy that clarifies definitions, establishes levels of appropriate force, and mandates reporting and review procedures for each level of force used, while emphasizing the sanctity of life. It also tracks how often force is used against our cops. Additionally, the Department will continue to work collaboratively with its many oversight entities, such as the Inspector General, the federal monitor, and the Civilian Complaint Review Board.

Finally, the Department will not stop seeking new ways to communicate with the people it serves; to see them and to hear them. After all, an honest, two-way conversation is the only way to close the police/community divide. Our new Strategic Communications office, which runs our social media platforms, such as [www.NYPDnews.com](http://www.NYPDnews.com) and the NYPD's more than 100 Twitter accounts, seeks to remind the cops and the community of who they are: natural allies who want one city, safe and fair, everywhere for everyone.





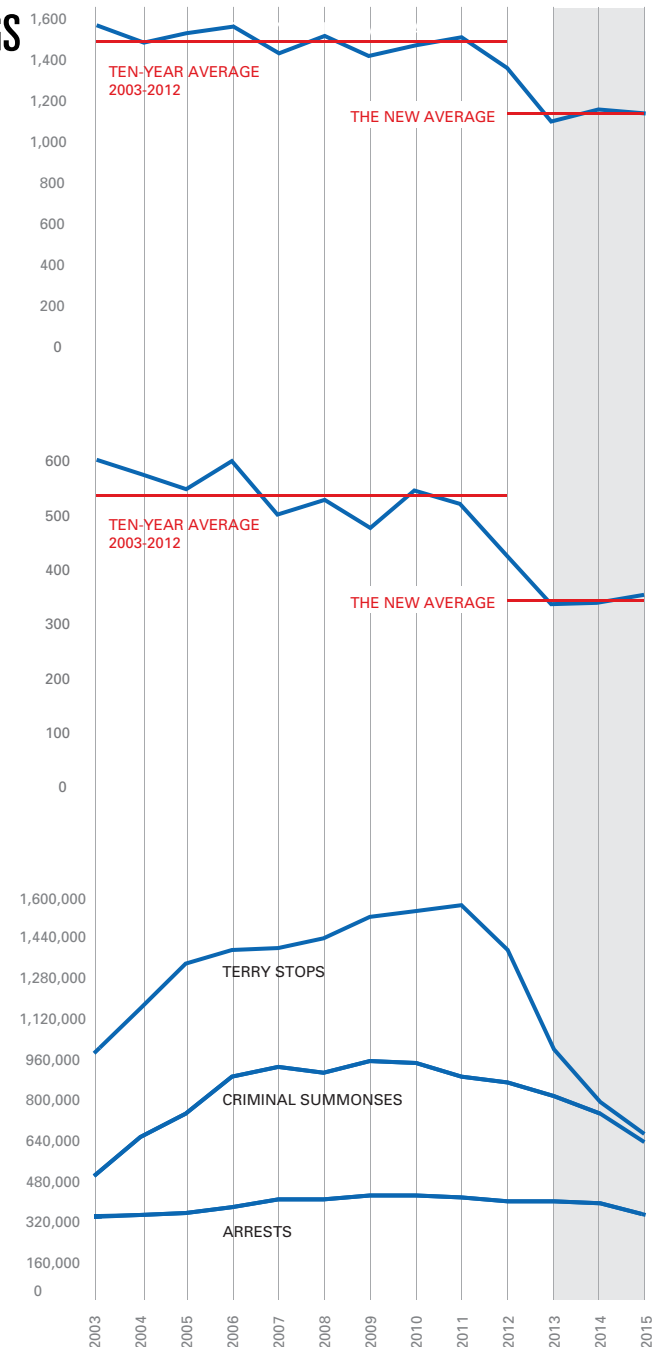


The picture of violent crime, particularly shootings and murders, has been changed by precision policing: the Summer All Out, violence-reduction task forces, intelligence operations, gang takedowns. And the results exceed anything obtained by overreliance on street stops and indiscriminate enforcement.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

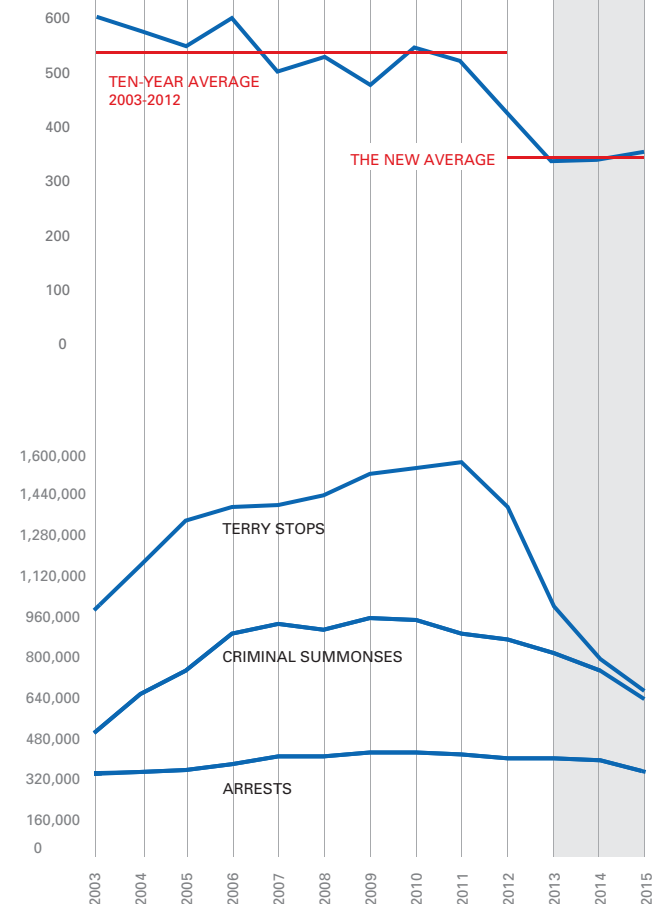
**NYPD** One City: Safe and Fair,  
Everywhere for Everyone

**WILLIAM J. BRATTON**  
Police Commissioner

**SHOOTINGS**  
2003-2015

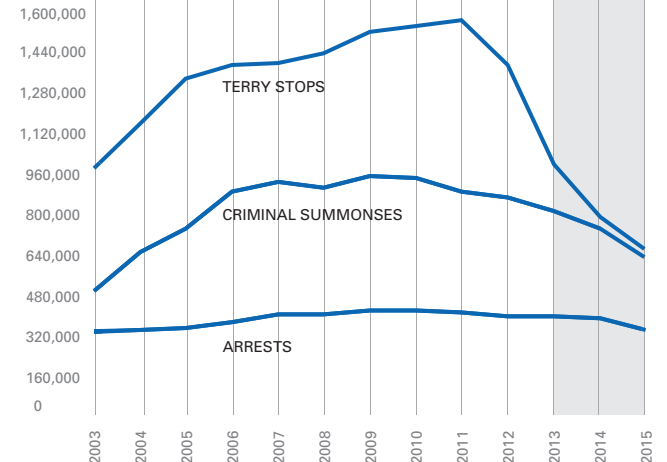


**MURDERS**  
2003-2015



**PEACE DIVIDEND**  
2003-2015

Data for categories are stacked







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**NYPD**

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**WILLIAM J. BRATTON**  
Police Commissioner