

THE POLICE COMMISSIONER'S REPORT

JANUARY 2017

NEW YORK CITY POLICE DEPARTMENT

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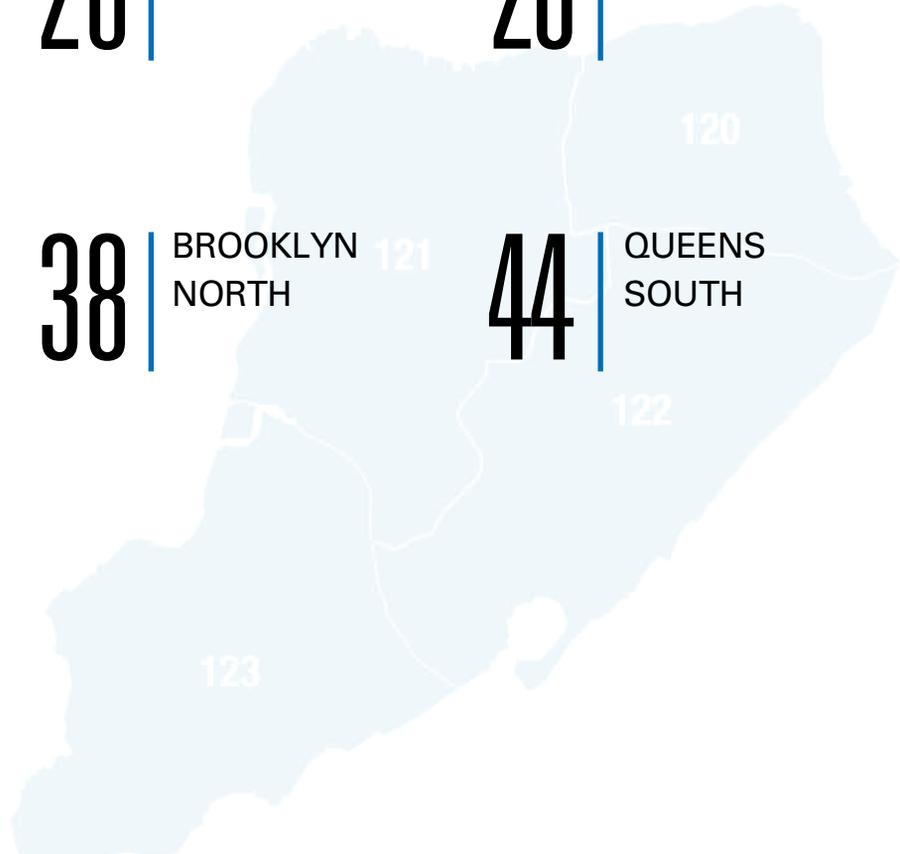
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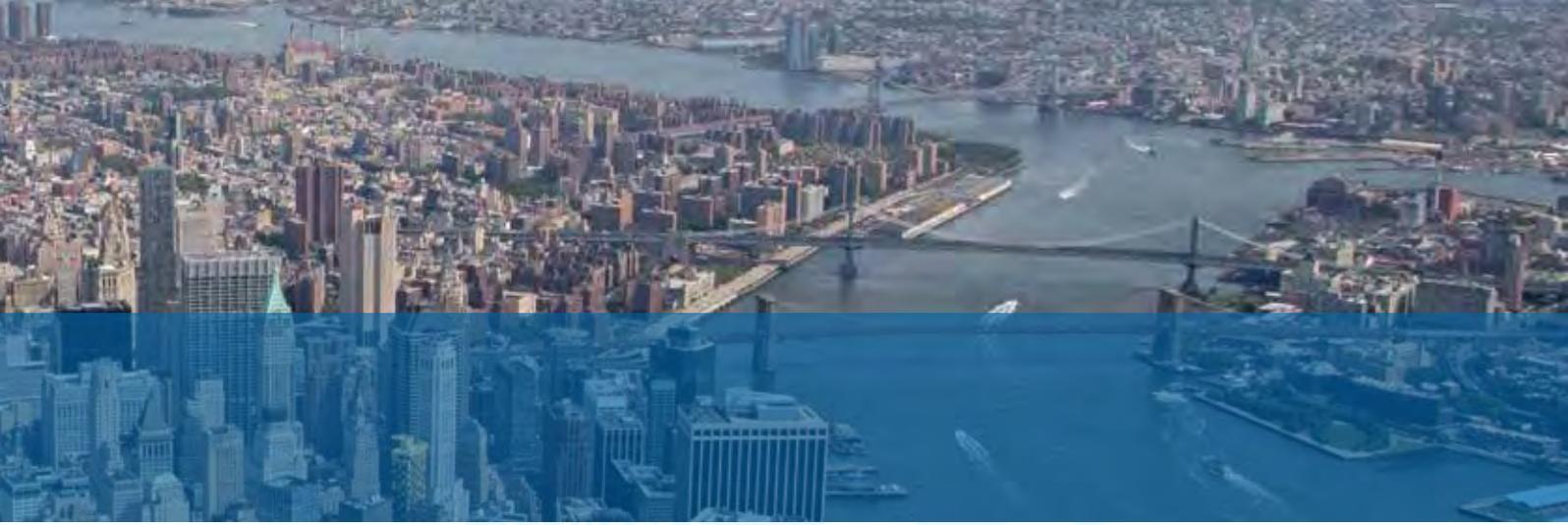
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MESSAGE FROM MAYOR BILL DE BLASIO

When Bill Bratton decided to retire as New York City Police Commissioner, we could have embarked, with much fanfare, on a nationwide search for a new police leader, but it would have been wholly unnecessary. In the past 30 years, mayors have tended to appoint outsiders to the top job at One Police Plaza, but that's not necessary anymore, if it ever was. Today's NYPD is loaded with executive talent, and even in that group, James O'Neill stood out.

Commissioner O'Neill is a highly experienced operational commander who has run large commands like the 44th Precinct in the Bronx and critical investigative units like the Fugitive Enforcement Division. He is a police leader of the first order who, throughout his career, has won the loyalty and respect of his cops and the appreciation and gratitude of the communities he has served.

He is also an extremely insightful and imaginative thinker about the complex issues that face the police profession today. Together with First Deputy Commissioner Benjamin Tucker and Chief of Department Carlos Gomez, he

and his team are the perfect choice to fully implement the changes begun in the past three years in the NYPD.

Those changes are bearing fruit in terms of both crime fighting and community connection. We are seeing dramatic declines in crime: the lowest levels in murder since the late 1950s, the lowest levels for robbery, burglary, and auto theft since the mid-1960s, and the lowest level for shootings on record.

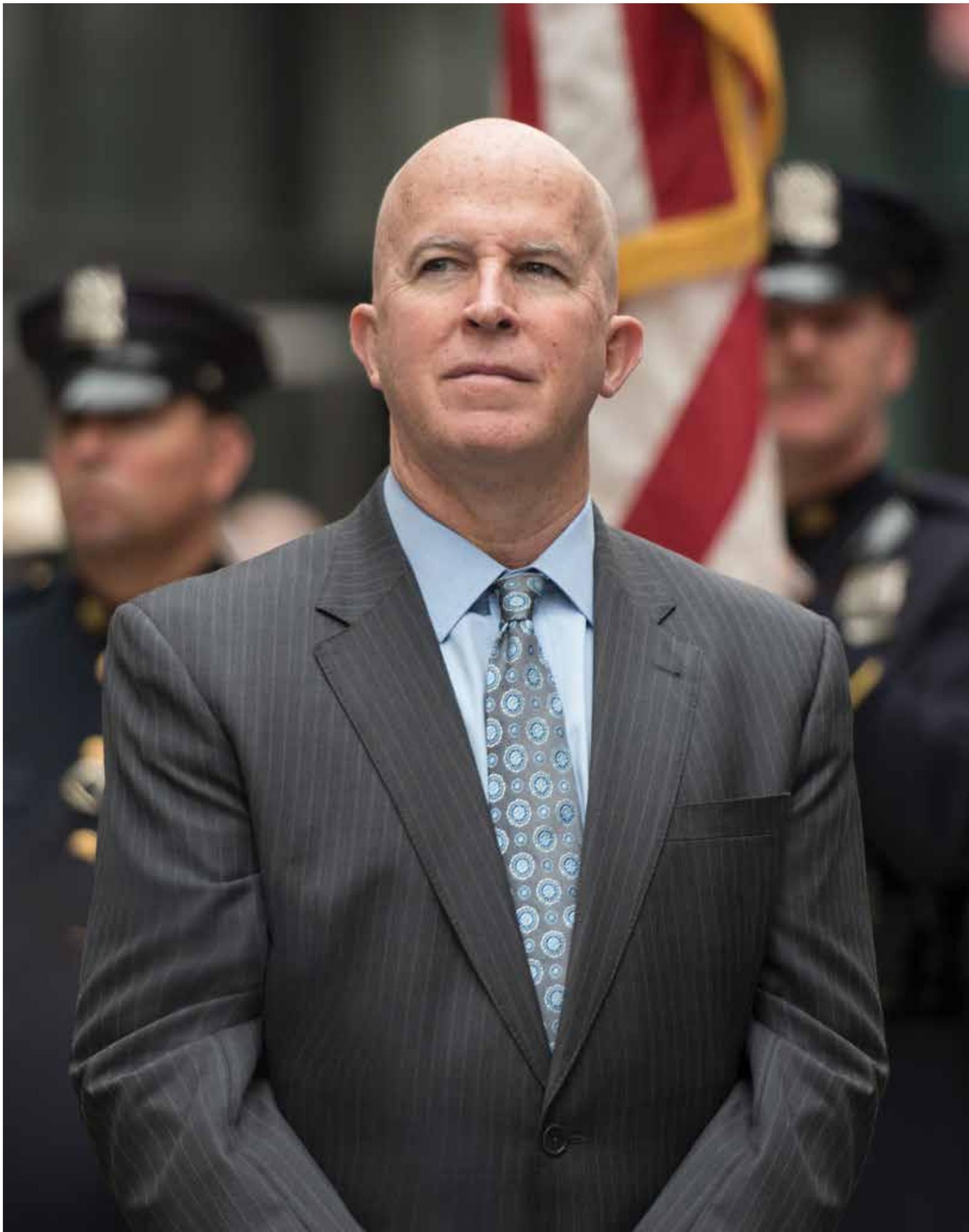
At the same time, the NYPD has scaled back on arrests and summonses, which are down 19 percent and 20 percent, respectively, in just the past two years. NYPD officers are exercising far more discretion in the use of their enforcement powers and are working closely with neighborhood communities, policing with them rather than at them.

Neighborhood policing is at the heart of the change agenda. It is important to understand that the neighborhood-policing approach is not some public relations stunt or a minor adjustment to the NYPD patrol model. This is the most significant reorganization of police patrol in 50 years. Anchored in sectors, which are subdivisions of our 77 precincts,

officers are being given the time and latitude to engage with neighborhoods as never before and to pursue the real work of countering local crime and resolving local problems.

The rest of the NYPD agenda supports what these local officers are doing: a decentralized communications system that puts a smartphone in the hand of every officer; intensive training in managing street encounters toward non-violent conclusions whenever possible; and sharply targeted investigative work that is surgically removing violent criminals from those neighborhoods still plagued by violence.

Three years ago, I said we could have both better community relations and declining crime, and that the former would actually contribute to the latter. In their extraordinary work in literally thousands of incidents and cases across the city, the men and women of the NYPD and the community leaders of New York are proving me right.



MESSAGE FROM

POLICE COMMISSIONER JAMES P. O'NEILL

Although I wore a uniform for almost 34 years and served in nearly every police rank, I never expected to be chief of patrol, chief of department, or certainly, police commissioner—all jobs I've held in just the past three years. But even while serving in the lower ranks, I had my ideas about where the department should go and how it should be organized. And when I did reach the top ranks, some of those ideas took shape as neighborhood policing, our current initiative to reconnect cops and community while still fighting crime and disorder in neighborhoods throughout the city.

As commander of the 44th Precinct, a busy precinct in the Bronx, I could see that the old police patrol model wasn't working well. For decades, we had been asking our cops to connect better with communities, but had never given them the time to do it. Worse, we had never established an organizational framework that would allow our officers to gain real familiarity with the neighborhoods where they work and that would support them in their efforts to improve those neighborhoods.

Neighborhood policing provides

that framework. We have re-sectored the precincts and tied particular teams of officers to particular sectors, so that they don't leave their sectors except in emergencies. We have staffed the precincts with enough personnel to provide off-radio time for officers to engage with community members and community problems, including entrenched crime problems. We have established a new police role, neighborhood coordination officers, to serve as community liaisons and work with the sector cops. We have connected with community partners all across the city who are helping us focus on local crime and local conditions.

In the past, police work in precincts was divided into specialties, with some cops answering calls for service, others doing community work, and still others addressing conditions. Under neighborhood policing, we are fielding generalist police officers who take on all of these roles in the context of neighborhoods that they know well and understand.

This is a giant undertaking. We are remaking how we patrol the city and how we interact with the public. We're the police; so

fighting crime and keeping the city safe remain our primary missions. But in fulfilling those missions, we are building a deepening partnership with the people of New York. Protecting and connecting; we can and should do both.

This report is somewhat different from anything the NYPD has published before. It is designed to give the reader a sense of just how embedded our department is in the daily life of New York City. Even before neighborhood policing, our cops cared about the people and the neighborhoods they served; they just didn't have the time or the opportunity to establish the connections to take their police work to a higher level.

Now they do, at the borough level, at the precinct level, and at the sector level.

We are hearing story after story about how officers were able to respond more quickly and more effectively to crime and other problems because they are so firmly grounded in neighborhoods. And, I believe, we have just scratched the surface of what neighborhood policing can accomplish.

James P. O'Neill

POLICE COMMISSIONER

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FIRST DEPUTY COMMISSIONER

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CHIEF OF DEPARTMENT

Raymond Spinella

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James R. Waters

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Eli D. Kleinman, MD, MPH

SUPERVISING CHIEF SURGEON

Rabbi Dr. Alvin Kass

CHIEF CHAPLAIN



Police Officer Rocio Castillo, who, upon graduation, has been assigned to Police Service Area 7.



NCOs from the 9th Precinct, Detective Shinji Suzuki and Police Officer Ruben Nuñez, drop in on a local storeowner.

PROTECTING AND CONNECTING

Neighborhood Policing Connects with Communities and Fights Crime

The need to close the gap between cops and the community has become increasingly apparent in recent years. Typically, law-abiding citizens only get to know the officers in their community through the lens of public spectacle and negative media attention. To change this, the NYPD has been systematically restructuring its patrol plan.

Neighborhood policing, Police Commissioner James O’Neill’s comprehensive initiative to increase police and community connectivity, is helping New York City residents get to know their cops in a brand new way.

“We’ve been asking our cops, for 40 or 50 years now, to establish a better connectivity to the people in the community, but if you look

at the way the precincts were set up, they really were not given the opportunity to do that,” said Commissioner O’Neill. “Half the precinct cops were responding to 9-1-1 calls, and on a busy Thursday, Friday, or Saturday night—even in one of the less busy commands—each patrol car was still dispatched to 20 to 25 jobs a night. Where, in the course of that tour, were we giving our

cops any opportunity to make a connection with anyone in the community? We really didn't. They were going from job to job to job, just trying to clear the screen and doing the best they could."

The other half of the precinct didn't have the opportunity either.

"These were our specialty officers," Commissioner O'Neill says. "They were doing local narcotics work, quality-of-life policing, domestic violence, anti-crime patrol, and important administrative work to keep the precinct running. So, where in the course of their day, did they have the opportunity to make better connections with the community? I would venture to say that they weren't given that opportunity."

Starting in spring 2015, the department began rolling out neighborhood policing, which is now active in 52 commands and counting. Neighborhood policing is designed to greatly increase the connectivity that Commissioner O'Neill talks about without diminishing, and while actually improving, the NYPD's crime-fighting capabilities.

SECTORS AND SECTOR OFFICERS

"The key to this is that we're re-sectoring every one of the precincts throughout the city," explained Commissioner O'Neill. "We are anchoring our cops in the sectors, so that they know and take responsibility for particular pieces of ground and the people who live there."



34th Precinct NCOs, Police Officers Kiesha Lawhorne and Bryan Polster.

Neighborhood policing divides precincts into four or five fully staffed sectors that correspond, as much as possible, to the boundaries of actual existing neighborhoods. Sector officers work the same neighborhoods on the same shifts, increasing their familiarity with the local residents and local problems. The radio dispatchers, supervisors, and sector officers work together to maintain "sector integrity," meaning that the sector officers and sector cars do not leave the boundaries of their assigned sectors, except in emergencies. Neighborhood policing seeks to foster a sense of geographic responsibility and accountability among sector officers for the people, problems, and even the perpetrators in their particular sectors.

Neighborhood policing commands are sufficiently staffed to permit off-radio time for the sector officers, so they are not exclusively assigned to answering

calls. The off-radio time is used to engage with neighborhood residents, identify problems, and work toward solutions. Sector officers have 33 percent of their eight-hour tours, or about two hours and 20 minutes each day, devoted to community-based, proactive, and problem-solving activities.

"The idea is that we don't have separate community officers, separate conditions officers, and separate officers to answer calls," said Chief of Department Carlos Gomez, who worked closely with Commissioner O'Neill on the design of neighborhood policing. "The sector officer plays all these roles. We want a generalist cop who knows, and feels responsible for, the sector and who provides the full range of policing services there."



67th Precinct Police Officer Jessica Quiros, getting to know students at a school within her sector.

NEIGHBORHOOD COORDINATION OFFICERS

Supporting the sector officers and filling out each sector team are two officers designated as the neighborhood coordination officers (NCOs). The NCOs are liaisons between the police and the community, as well as key crime fighters and problem-solvers in the sector. They spend time familiarizing themselves with the community to better respond to neighborhood-specific crime and other conditions. The NCOs attend community meetings with neighborhood leaders and clergy, visit schools, follow up on previous incidents, and use creative techniques and adaptive skills to fight crime and contend with other problems in their particular sectors.

“As with the sector officers, the NCOs are generalists,” said Chief

of Patrol Terence Monahan, another architect of neighborhood policing. “They are part patrol officer, part community officer, part intelligence officer, and part detective. They are the team leaders in the sector, but the sector officers, who are in the sector around the clock, are also critically important. This doesn’t work without the sector officers.”

There can’t be a community without communication, and a community can’t be safe without the police. Sector officers and NCOs are engaging in dialogue with local residents about sharing responsibility for the well being and safety of their neighborhoods. They are the ideal middle ground, providing accountability for the police in the eyes of the public, while simultaneously fighting crime

in quick, effective, and cooperative ways. These officers, supported by sector integrity and off-radio time, as well as cutting-edge technology and training, are not only effective crime-fighters, but genuine pillars of the community.

Under neighborhood policing, and with the help of concerned citizens, NCOs and sector officers are closing the divide between cops and community while continuing to keep New York City neighborhoods safe.

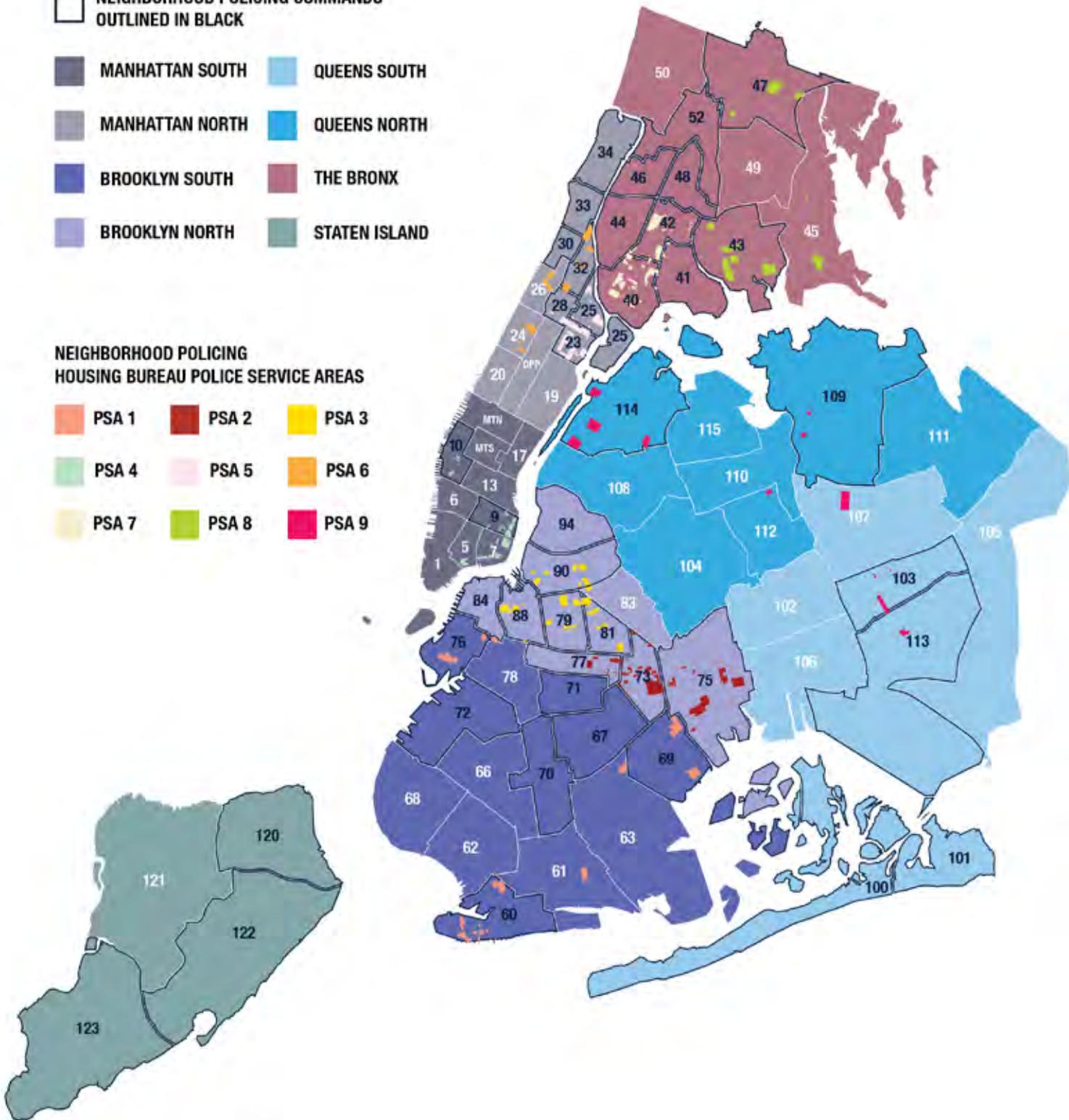
NEIGHBORHOOD POLICING COMMANDS

□ NEIGHBORHOOD POLICING COMMANDS
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- | | |
|---|---|
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|  MANHATTAN NORTH |  QUEENS NORTH |
|  BROOKLYN SOUTH |  THE BRONX |
|  BROOKLYN NORTH |  STATEN ISLAND |

NEIGHBORHOOD POLICING
HOUSING BUREAU POLICE SERVICE AREAS

- | | | |
|---|---|---|
|  PSA 1 |  PSA 2 |  PSA 3 |
|  PSA 4 |  PSA 5 |  PSA 6 |
|  PSA 7 |  PSA 8 |  PSA 9 |



MANHATTAN SOUTH

Living in New York City, it's easy to lose sight of the fact that the southern portion of Manhattan, which makes up Patrol Borough Manhattan South (PBMS), is, in many ways, the center of the world and one of the most important hubs on the globe. The patrol borough begins just below Central Park and encompasses all of lower Manhattan. Reachable by multiple bridges and tunnels, the patrol borough is also crossed by nearly all of the city's subway lines. These access points are critical because so many people, including millions of tourists, travel to and from lower Manhattan every day.

Many landmarks associated with New York City are nestled in PBMS: the Empire State Building, One World Trade Center, and the Statue of Liberty. The skyscrapers of the financial district and Midtown form one of the world's most recognizable skylines. The patrol borough features world-renowned attractions like Times Square and the Broadway theater district, Greenwich Village and New York University, Grand Central Station, Madison Square Garden, and the Museum of Modern Art. Manhattan South also houses the New York Stock Exchange, the United Nations

Building, City Hall, and NYPD headquarters.

PBMS has many residential neighborhoods tucked between its commercial and financial districts. Most residents are from various European backgrounds but there are Hispanic and Latino groups in both the northwestern and southeastern corners of the patrol borough, and prominent East Asian communities, including Chinatown, the city's largest concentration of people of Chinese descent.

"You're not always seeing the same faces in a lot of our neighborhoods," explained Chief of Manhattan South William Morris. "This adds an extra twist to policing in our patrol borough. But beyond the shining lights and the city that never sleeps, there are neighborhoods here and people who live here every day. It's our job not only to patrol those neighborhoods, but to connect with those people."

Neighborhood policing was launched in PBMS in October

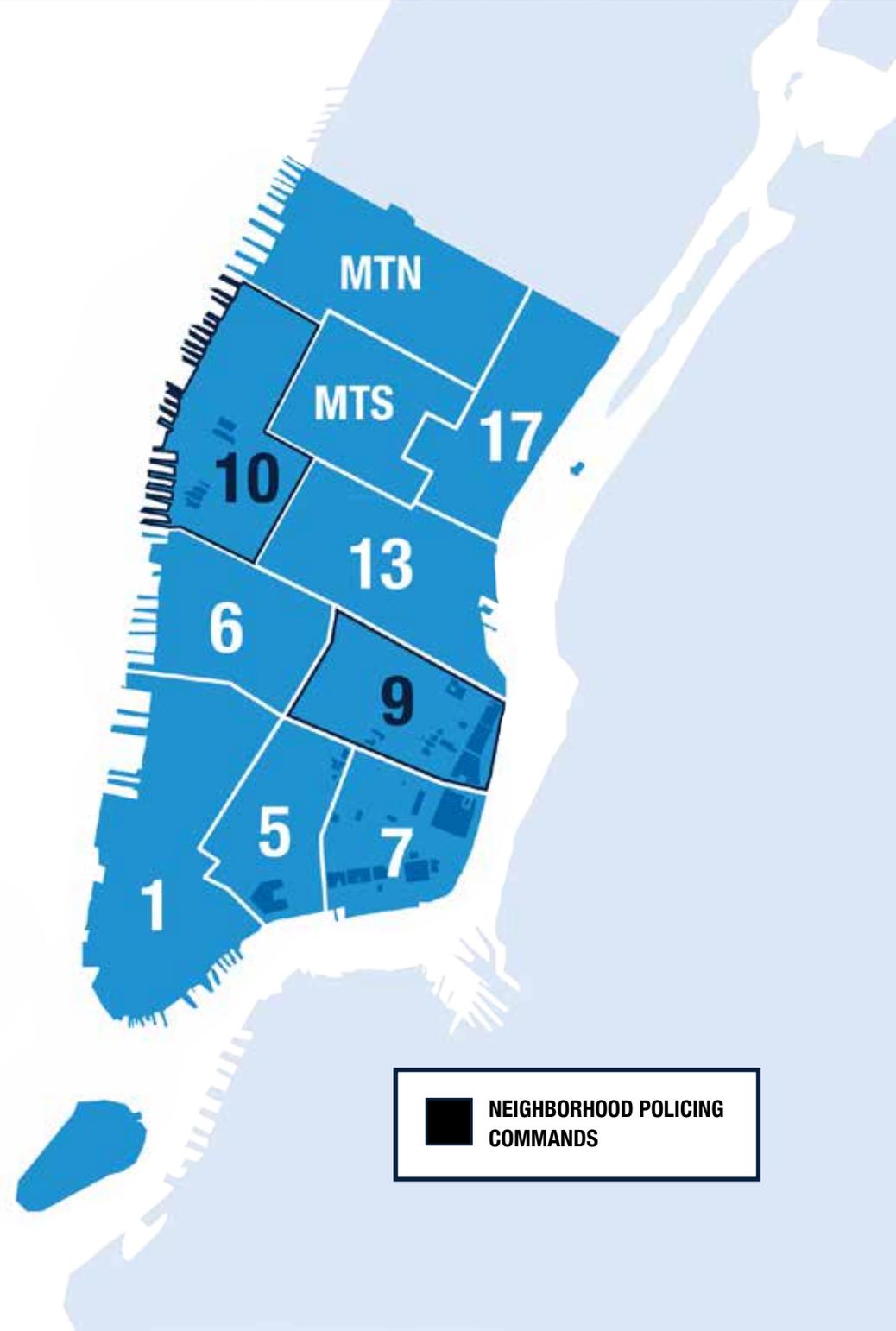


PSA 4 NCO Sergeant Kwame Pascal, showing his NCOs how to engage the community.



2016, in both the 9th Precinct and Police Service Area 4, a command within the NYPD Housing Bureau that is responsible for patrolling the housing developments of the New York City Housing Authority (NYCHA).

“It’s still new to them,” said Inspector Thomas Connolly, operations commander for PBMS, “But quite frankly, I’m nothing short of amazed at how successful our NCOs and sector officers have been already. That speaks volumes, not only about our cops, but about neighborhood policing as well.”



 NEIGHBORHOOD POLICING COMMANDS

PSA 4

“Many of the neighborhoods we serve are seen as affluent, but rents are high in lower Manhattan. People don’t realize there is a whole population living here who can’t afford those rents. That’s the population we serve, all 40,000 of them. And with neighborhood policing, we’re finding a new avenue for reaching them and being reached by them.”

**CAPTAIN JOHN POTKAY,
COMMANDING OFFICER OF PSA 4**

The Housing Bureau’s Police Service Area (PSA) 4 operates out of the East Village in the 9th Precinct. Officers from PSA 4 patrol 32 NYCHA housing developments within the 5th, 7th, 9th, and 10th Precincts, covering nearly 40,000 residents in such neighborhoods as Chelsea, Nolita, Chinatown, Two Bridges, the East Village, and the Lower East Side. While the housing complexes in these neighborhoods don’t see high numbers of murders or shootings, there are significant numbers of grand larcenies and felony assaults, many tied to

domestic violence. With improved community contact, officers are directly in touch with people, so cops and community can combat the most prevalent and serious issues together.

“Many of the neighborhoods we serve are seen as affluent,” said Captain John Potkay, commanding officer of PSA 4. “But rents are high in lower Manhattan. People don’t realize there is a whole population living here who can’t afford those rents. That’s the population we serve, all 40,000 of them. And with neighborhood policing, we’re



Some of PSA 4’s NCOs: Police Officers Ramona Gomez, Miguel Duran, Kevin Dwyer, and Gene Ruda.



finding a new avenue for reaching them and being reached by them.”

“My NCOs have adapted quickly to their new roles,” adds Sergeant Harry Pakiakis, NCO supervisor for PSA 4. “But what’s really amazing is how quickly we’re seeing the community adapt to them. We’re seeing a response in real time. We’re seeing a difference. We’re already counting our successes.”

Residents are getting to know the faces and names of their officers, and their phone numbers and email addresses as well. The growing connectivity with the police is providing a tangible sense of security for the residents living in these NYCHA developments.

“My NCOs have adapted quickly to their new roles, but what’s really amazing is how quickly we’re seeing the community adapt to them. We’re seeing a response in real time. We’re seeing a difference. We’re already counting our successes.”

**SERGEANT HARRY PAKIAKIS,
PSA 4 NCO SUPERVISOR**



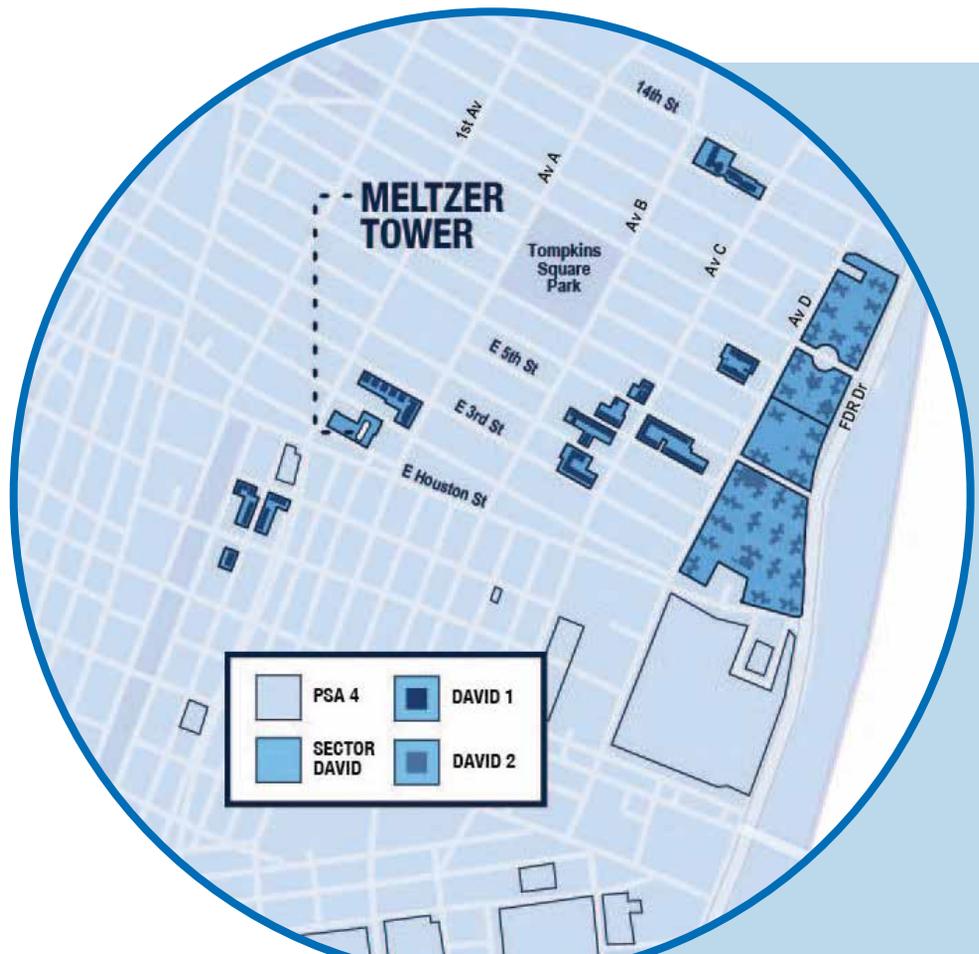
SECTOR DAVID

“Neighborhood policing puts the community in touch with their cops. There is a direct line of communication forming. In this case, a domestic violence victim was able to reach our cops directly. Who knows what could have happened to her when her attacker got home, had our officers not been there to greet him.”

**CAPTAIN JOHN POTKAY,
COMMANDING OFFICER OF PSA 4**

Not long ago, an NYPD officer would have never dreamed of having a department-issued smartphone, let alone sharing contact information with crime victims and community members. The times have changed, and the department is fielding more approachable and accessible officers. Sector officers, enabled by modern-day technology, are improving response time and issue resolution.

In PSA 4’s sector David, police officers Elizabeth Nuez and Milton Torres, the sector’s neighborhood coordination officers (NCOs), are a good example of the NYPD’s new standard for officers—well rounded, effective, and easily accessible. When a woman came into PSA 4 to make a formal complaint that her partner had savagely beaten her in their



apartment, Officers Nuez and Torres gave her their phone numbers and email addresses. They told her that if her attacker should return home, to call immediately. Within hours, their phones were ringing.

Officers Nuez and Torres, with fellow PSA 4 NCO, Police Officer Anowar Raza, raced to the apartment and arrested the man before he was able to do any more damage. Because the woman had the direct phone numbers of officers working in her sector, they were able to arrive immediately and prevent another assault.

“Neighborhood policing puts the community in touch with their cops,” explained Captain John Potkay, commanding officer of PSA 4. “There is a direct line of communication forming. In this case, a domestic violence victim



Police Officers Elizabeth Nuez, Milton Torres, and Anowar Raza, NCOs from PSA's 4 sector David, recently assisted the victim of domestic abuse.

was able to reach our cops directly. Who knows what could have happened to her when her attacker got home, had our officers not been there to greet him.”

Accessibility

Thanks to neighborhood policing, police officers are more accessible to the public. Because officers maintain sector integrity, they're never far from the next call and can often respond at a moment's notice. Their smartphones and tablets cut out the middleman, establishing a direct line of communication between cops and community.

“I can't say enough about the difference it makes to have direct access to a cop when you're in need,” said Raul Duran, assistant director of the Meltzer Tower Senior Center. “Now we can call, text, and email our officers directly. And they respond, night and day. Even if they're off duty, they relay messages and find ways to assist.”





MANHATTAN NORTH

Stretching from 59th Street to 220th Street, Patrol Borough Manhattan North (PBMN) covers the hustle and bustle of the east and west sides, two sprawling residential neighborhoods flanking the emerald fields of Central Park. Further north are the storied streets of Harlem and one of the city's larger concentrations of Hispanic residents in Washington Heights. Columbia University and City College sit on promontories high above the Hudson River. The patrol borough draws tourists with world-renowned attractions like the Metropolitan Museum of Art, the Guggenheim Museum, and other art showcases along Fifth Avenue's famed museum mile. There is also the American Museum of Natural History, the Central Park Zoo, Harlem's legendary Apollo Theater, and The Cloisters, a treasure house of medieval art in Fort Tryon Park.

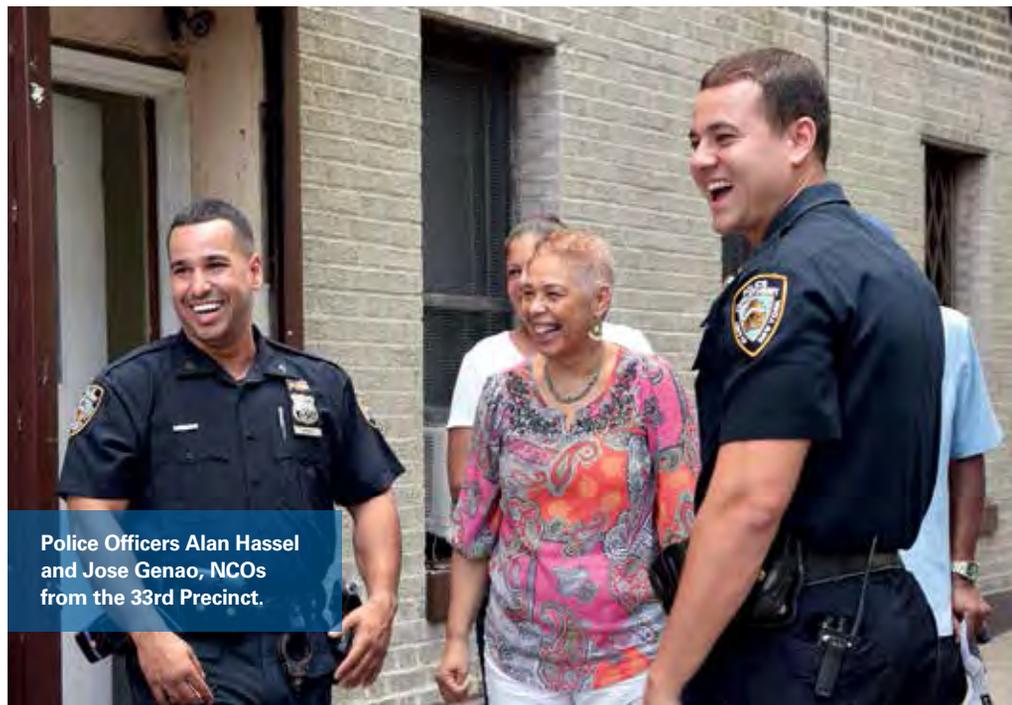
A large Hispanic population inhabits much of the patrol borough's northern section in Inwood, East Harlem, and Washington Heights, which is home to the largest population of Dominicans in the city. African-Americans live in and around Harlem and people of European ancestry to the east and west of Central Park.

PBMN comprises twelve densely populated precincts; as well as Police Service Areas (PSAs) 5 and 6, and Transit Districts 1 and 3. Neighborhood policing is established in the 23rd, 25th, 28th, 30th, 32nd, 33rd, and 34th Precincts and both PSAs. The 33rd and the 34th were among the first four precincts to pilot neighborhood policing.

"The 33rd and 34th Precincts were perfect choices for neighborhood policing precincts," said Assistant Chief Kathleen O'Reilly, who commands Patrol Borough Manhattan North. "They

are home to communities of people who, I believe, desperately wanted to connect with the police, and who we really wanted to connect with, too. Now we're doing just that."

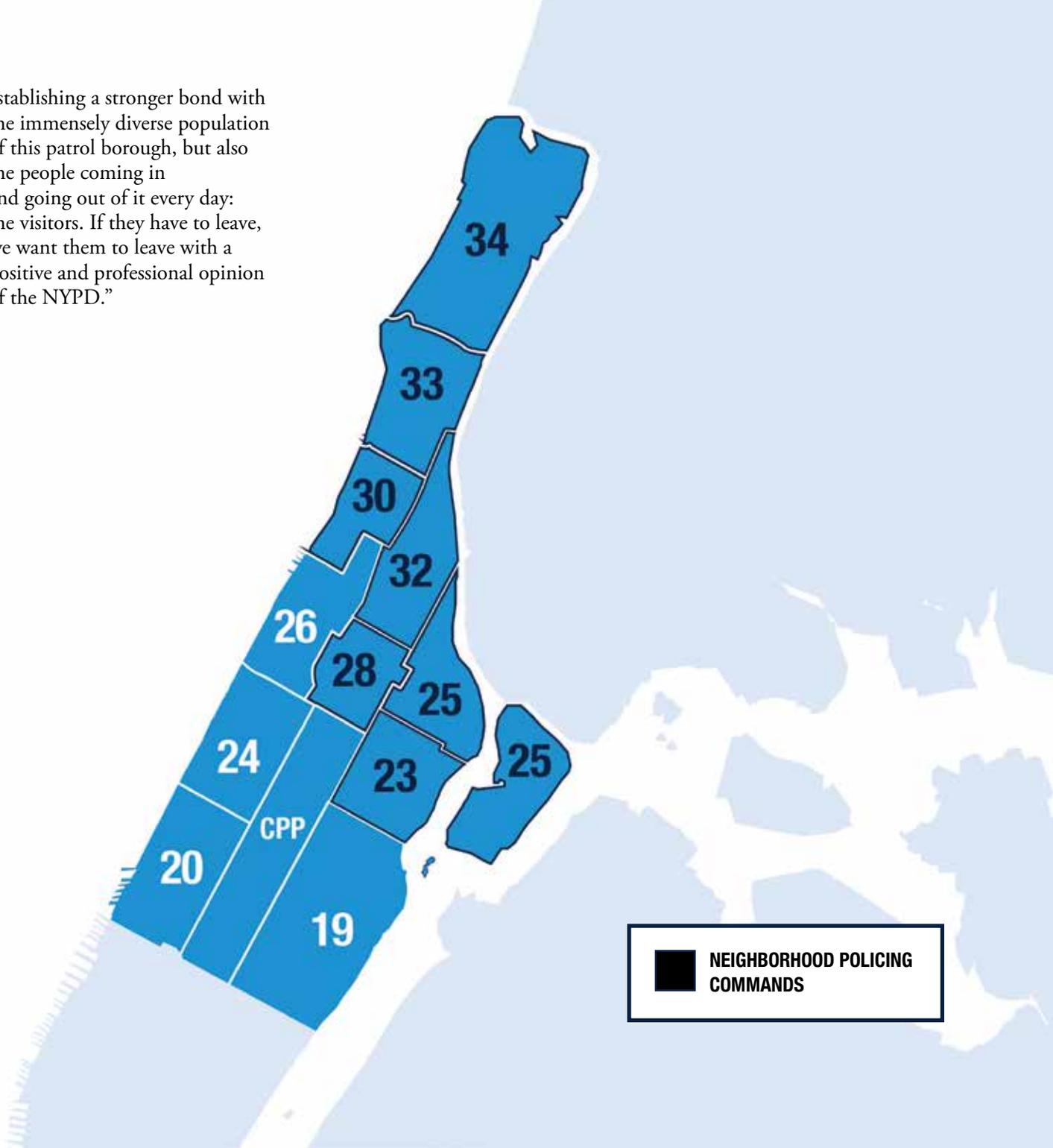
"Applying neighborhood policing in Manhattan North is integral because this is a crucial chunk of one of the busiest, most densely populated cities in the world," said Inspector Douglas Rolston, who helps Assistant Chief O'Reilly in overseeing Manhattan North's application of neighborhood policing. "Neighborhood policing is about not only reaching and



Police Officers Alan Hassel and Jose Genao, NCOs from the 33rd Precinct.



establishing a stronger bond with the immensely diverse population of this patrol borough, but also the people coming in and going out of it every day: the visitors. If they have to leave, we want them to leave with a positive and professional opinion of the NYPD.”



■ NEIGHBORHOOD POLICING COMMANDS

34TH PRECINCT

“Our NCOs and sector officers feel responsible for their sectors. They know the people that live and work in their sectors, and in a lot of ways, these are their neighborhoods.”

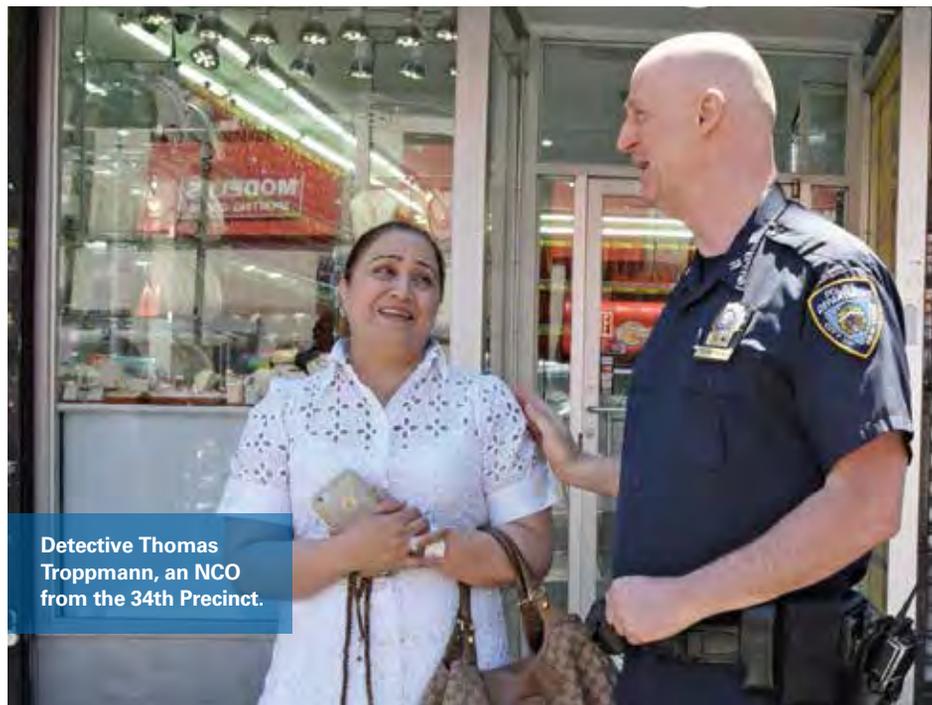
**DEPUTY INSPECTOR
REYMUNDO MUNDO,
COMMANDING OFFICER
OF THE 34TH PRECINCT**

The 34th Precinct spans two square miles and 500 acres of parkland, serving the communities of Washington Heights and Inwood at the northern tip of Manhattan, north of West 179th Street. It is home to a diverse ethnic, cultural, and economic blend. Neighborhood coordination officers (NCOs) and sector cops have been working in the 34th Precinct since spring 2015 and have made significant progress.

“Our NCOs and sector officers feel responsible for their sectors,” said Deputy Inspector Reymundo

Mundo, commanding officer of the 34th Precinct. “They know the people that live and work in their sectors and in a lot of ways, these are their neighborhoods.”

There are roughly 100 bars in the 34th Precinct, attracting people from all over to the area’s renowned night life. Residents complain about the noise, and the precinct led the city in noise complaints in 2015. As a result, Deputy Inspector Reymundo Mundo, NCO Sergeant Juan Terrero, and the 34th Precinct NCOs held a night-life summit, where representatives from local



Detective Thomas Troppmann, an NCO from the 34th Precinct.



Neighborhood
Coordination
Officers (NCO)

bars and restaurants worked with police to resolve many of the surrounding community's complaints, while simultaneously keeping their businesses thriving.

"We want these businesses to do well," said Sergeant Terrero. "But we also want to protect the interests of residents who like to get to sleep at a decent hour. It's about finding that middle ground that all parties can agree on."

The community in the 34th Precinct has been more than receptive to the NCOs and sector cops. Detectives Thomas Troppmann and Edwin Rodriguez, NCOs from the 34th Precinct, received the Sloan Public Service

Award, one of the highest honors bestowed on civil servants. The pair, who were hailed for their exemplary ability to fight crime while simultaneously forging strong community bonds, were also given a \$10,000 check, which they promptly donated to the Michael Buczek Foundation. The organization runs a little league in Washington Heights that was founded in memory of Police Officer Michael Buczek who was assigned to the 34th Precinct and killed in the line of duty in 1988.

"We want these businesses to do well. But we also want to protect the interests of residents who like to get to sleep at a decent hour. It's about finding that middle ground that all parties can agree on."

**SERGEANT JUAN TERRERO,
NCO SUPERVISOR FOR
THE 34TH PRECINCT**



SECTOR CHARLIE

Detective Fabio Nuñez and Police Officer Peter Johnson are the NCOs for the 34th Precinct's sector Charlie.

“It’s utterly amazing that a game, a simple idea, and a challenge created unity, and ultimately led to a cleaner New York City park. I am extremely proud of my NCOs and sector officers for continuously developing ideas and strategies to address the concerns of their sectors.”

DEPUTY INSPECTOR
REYMUNDO MUNDO,
COMMANDING OFFICER
OF THE 34TH PRECINCT

Sector Charlie lies in the northeastern corner of the 34th Precinct in Inwood and contains a large number of bars and restaurants that draw crowds just about every night of the week. The Opus Lounge, in particular, had generated numerous noise and disorderly conduct complaints, and even saw the precinct’s first homicide of the year. Detective

Fabio Nuñez and Police Officer Peter Johnson, sector Charlie’s NCOs, subsequently worked with the club’s management to conduct a complete overhaul of the security detail, replacing every member of the security staff with more capable and responsible employees, and the bar went from being a prime location for police intervention to a functional and welcome venue.



Police Officers Carlos Delrosario and Rafael Moscoso, sector officers from sector Charlie, feel responsible for the neighborhood. When they noticed garbage strewn across High Bridge Park's grounds and a group of teens playing basketball despite the shabby condition of their surroundings, they thought it was time to intervene. The sector officers asked the teens how they could let the park become so filthy, and one outspoken boy responded that it wasn't their responsibility to keep the park clean.

Officer Delrosario, challenged the teen to a one-on-one game of basketball, with the following stakes: the game's loser would have to clean up the park. The boy accepted, and after a rousing match-up, Officer Delrosario emerged victorious. The teen and his friends stayed true to their word and began to pick up litter, and the sector officers, along with



Police Officers Carlos Delrosario and Rafael Moscoso, sector officers from the 34th Precinct's sector Charlie, playing an impromptu basketball game with a group of teens in their sector.

members of the community who had gathered to watch the game, joined in to help.

"It's utterly amazing that a game, a simple idea, and a challenge created unity, and ultimately led

to a cleaner New York City park," said Deputy Inspector Reymundo Mundo. "I am extremely proud of my NCOs and sector officers for continuously developing ideas and strategies to address the concerns of their sectors."

Creativity

Neighborhood policing takes proven, well-trained, sector-based officers, gives them off-radio time to build and reinforce ties with the community, and affords them the freedom to do something that has long been discouraged in policing—be creative. Officers are encouraged to become problem-solvers and to use their training and native ingenuity to fight crime and solve problems while reinforcing community bonds.

"This approach to policing has given officers the ability to really own their sectors," said Juan Manuel Lebron, owner of Lebron Restaurant Equipment and Supply. "These officers seem to feel a sense of pride in, and commitment to, their sectors, which ultimately, I feel, encourages creativity in finding ways to address unique concerns."



THE BRONX

The only patrol borough that is part of the U.S. mainland, Patrol Borough Bronx (PBBX) is bordered by the Westchester County cities of Yonkers and Mount Vernon in the north and separated from Manhattan by the Harlem River. No less than 11 bridges connect the Bronx to Manhattan. The Robert F. Kennedy Bridge leads to Manhattan and Queens; and the Whitestone and Throgs Neck bridges carry travelers to northern Queens.

One of the greatest metropolitan menageries in the United States, the Bronx Zoo, is nestled dead center in the borough. It is also home to Yankee Stadium, the New York Botanical Garden, Fordham University, and the authentic Italian pastries and world-renowned pizza sold on Arthur Avenue. About a quarter of the borough is parkland, and the rest is packed with a variety of residential districts.

Dominican residents have settled in the western part of the borough in neighborhoods like Highbridge, and Puerto Rican and other Latino groups reside in the southern part in areas like Mott Haven. African- and Caribbean-Americans call neighborhoods like Eastchester

and Baychester home. The Bronx's white communities are more scattered, with many Irish- and Italian-Americans in central areas like Morris Park and along the eastern stretch of Throgs Neck. Significant Russian, Ukrainian, and Polish communities reside in neighborhoods like Riverdale in the northwest.

“Bronxites are very proud of their borough, and rightfully so,” said Assistant Chief Larry Nikunen, commanding officer of PBBX. “It is made up of beautiful, diverse, and culturally rich neighborhoods where residents

and the business community are actively engaged in public safety. There is a strong desire to enhance the partnership that already exists between the Bronx precincts and these communities. This is why neighborhood policing has been embraced and is successful in the Bronx.”

Patrol Borough Bronx includes twelve precincts, two transit districts, and two police service areas. Of the eight patrol boroughs, PBBX currently has the most neighborhood policing commands, with the 40th, 41st, 42nd, 43rd, 44th, 46th, 47th,

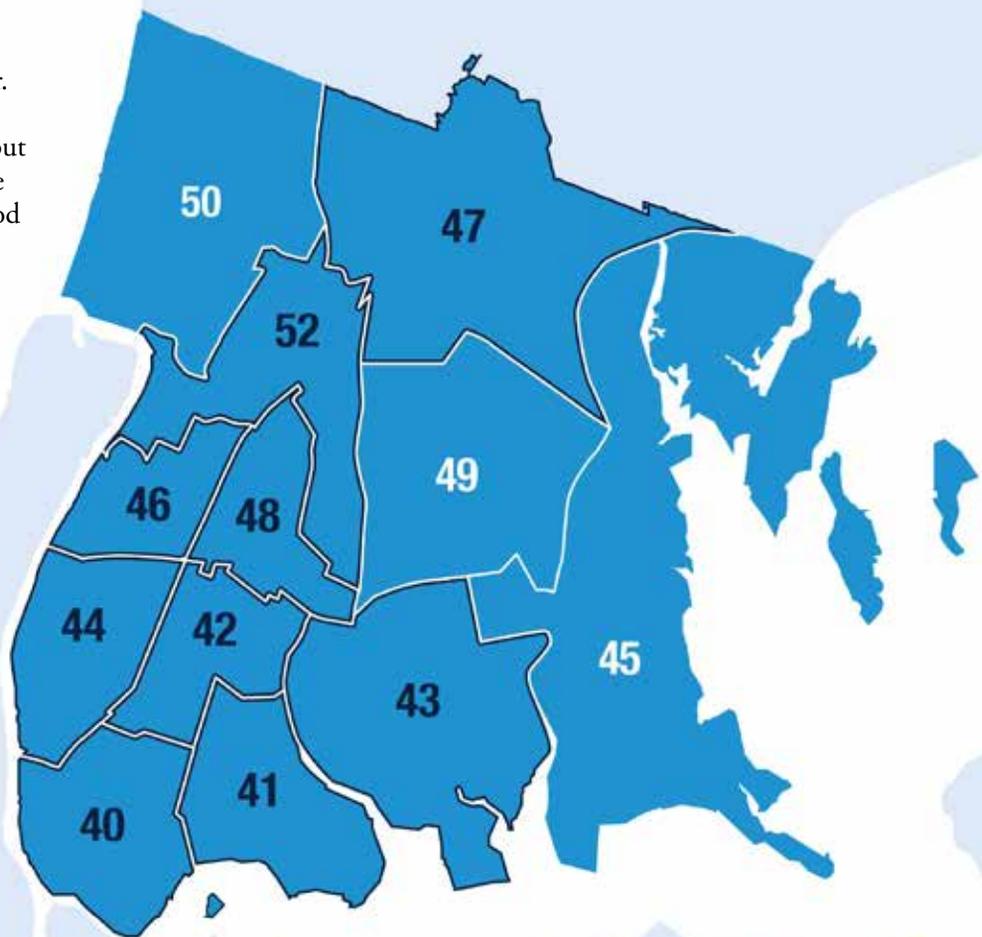


Police Officers Andres Gomez and Tatiana Espinal, PSA 7 NCOs, know the residents in the developments that they patrol very well.



48th, and 52nd Precincts all active, along with PSAs 7 and 8.

“This is a complex borough,” said Inspector Brian Mullen, PBBX’s operations commander. “We have strong communities with proud, engaged citizens, but some are challenged with crime and violence. Our neighborhood coordination officers and sector cops work to improve our community relations, but also play a vital role in our crime-fighting strategies.”



 NEIGHBORHOOD POLICING COMMANDS

40TH PRECINCT

“Poverty is the ultimate motivator, but to do what is always the question. When people are down and out, they can find themselves tempted to commit certain crimes. But I think that their vulnerability can be tapped into for good, as well.”

**DEPUTY INSPECTOR
BRIAN HENNESSY,
COMMANDING OFFICER
OF THE 40TH PRECINCT**

The 40th Precinct is the southernmost precinct in Patrol Borough Bronx. The command encompasses Port Morris, a sparsely populated industrial and warehouse district; Mott Haven, with dense residential areas and a pair of commercial zones; and Melrose, which also has both residential and commercial sections.

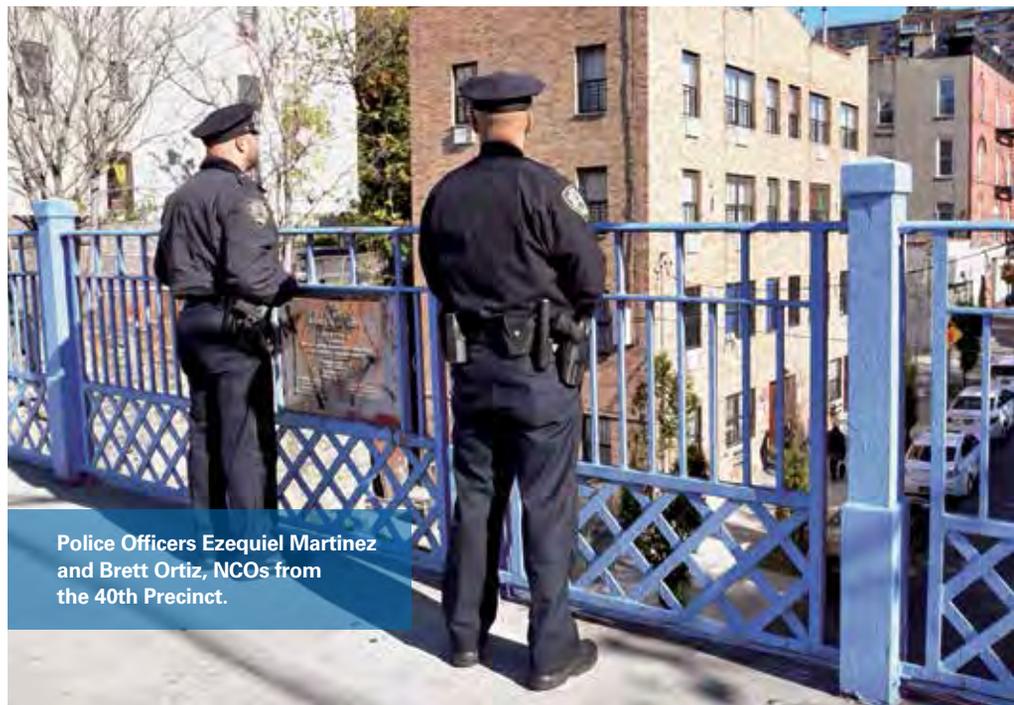
The 40th Precinct serves a largely Puerto Rican community, with smaller percentages of black, Mexican, Dominican, and white residents. A majority of the precinct’s inhabitants are under

the federal poverty line and receive one type of government assistance or another.

“Poverty is the ultimate motivator,” said Deputy Inspector Brian Hennessy, commanding officer of the 40th Precinct.

“When people are down and out, they can find themselves tempted to commit certain crimes. But I think that their vulnerability can be tapped into for good, as well.”

Index crime in the precinct has ticked upward over the past year, but Deputy Inspector Hennessy, his NCO Sergeant Matthew



Police Officers Ezequiel Martinez and Brett Ortiz, NCOs from the 40th Precinct.



Feigenbaum, and the precinct NCOs and sector officers are focused on making things better.

“Neighborhood policing is about a lot more than carrying a little old lady’s groceries home for her,” said Sergeant Matthew Feigenbaum, NCO supervisor for the 40th Precinct. “It’s about: Are you able to buy your groceries this week? How can we find you the help you need? It’s about getting to know these people, some of whom are struggling, and truly being there for them. It’s also about steering people, who could be on the cusp of bad decisions, in the right direction.”

NCOs and sector officers in the

40th Precinct are making valuable contacts in a community that truly needs them, connecting them with needed services. In turn, the community is providing valuable intel regarding crime in their neighborhoods.

“It’s about getting to know these people, some of whom are struggling, and truly being there for them. It’s also about steering people, who could be on the cusp of bad decisions, in the right direction.”

**SERGEANT MATTHEW FEIGENBAUM,
NCO SUPERVISOR
FOR THE 40TH PRECINCT**



SECTOR DAVID

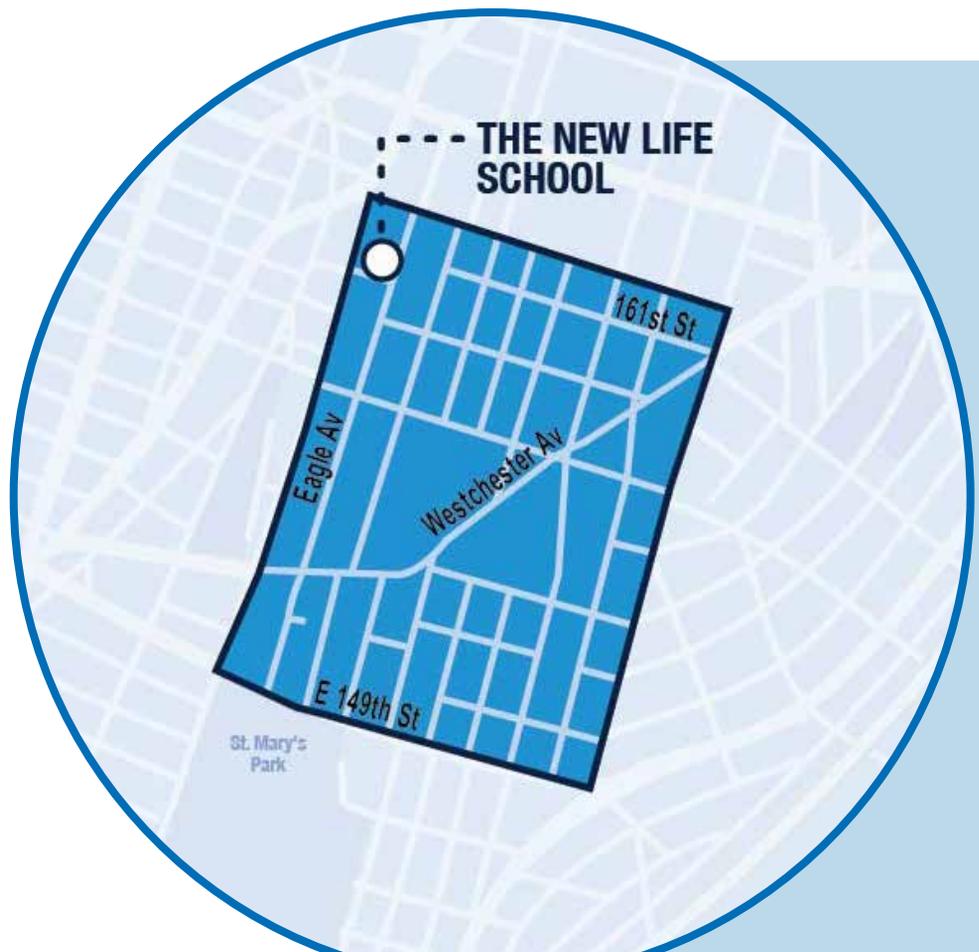
“That boy could have hurt someone else, or himself, but because Officer Donalds had done her homework—knew her sector and the people in it—no one else got hurt.”

**DEPUTY INSPECTOR
BRIAN HENNESSY,
COMMANDING OFFICER
OF THE 40TH PRECINCT**

Off-radio time, one of the staples of neighborhood policing, means that NCOs and sector officers aren't restricted to chasing calls for service across the precinct. Sector officers actively respond to 9-1-1 calls, but off-radio time is programmed into their schedules so they can meet and work with neighborhood residents. Meanwhile, officers in response cars back up all

the sector officers in a precinct. This support allows NCOs and sector cops to stay within the confines of their sectors, working with local residents to solve problems and combat crime.

Police Officer Natasha Donalds, an NCO from Sector David uses her off-radio time to engage the community and has made trusted points of contact all across her sector. She has established a strong



working relationship with the staff of a special education school that serves behaviorally challenged students, aged eight to 21. When a student assaulted the principal so severely that he had to be hospitalized, Officer Donalds used her connections with school staff and her knowledge of the building to deduce where the student might be hiding after the attack. Searching the area, she was able to apprehend the troubled boy, and get him the help he needed.

“That boy could have hurt someone else, or himself,” said Deputy Inspector Brian Hennessy, “but because Officer Donalds had done her homework—knew her sector and the people in it—no one else got hurt.”



Local business owners enjoy being able to have a conversation about the neighborhood with sector David's NCOs, Police Officers Clement Krug and Argenis Rosado.

Proactivity

With neighborhood policing, NCOs are spending most of their tours away from the radio, and sector officers spend a third of theirs the same way. This allows officers to be proactive in their policing—whether it comes in the form of enforcement or community building.

“Neighborhood policing allows for cops to act proactively instead of reactively,” said William Valentine, owner of South Side Food Corp. “That alone changes the game completely.”



BROOKLYN SOUTH

The border between Patrol Borough Brooklyn South (PBBS) and Brooklyn North runs northwest to southeast, along the neighborhoods of Red Hook, Carroll Gardens, Gowanus, Park Slope, southern Crown Heights, Prospect-Lefferts Gardens, East Flatbush, and Canarsie. The patrol borough stretches south to Seagate, Brighton Beach, and Manhattan Beach.

Visitors to Brooklyn South can hit the beach; take in a show at Barclays Center or Kings Theatre; catch a ball game at MCU Park; ride the Coney Island Cyclone at Luna Park; or go for a stroll in Prospect Park, designed, like Manhattan's Central Park, by Frederick Law Olmsted and Calvert Vaux. With the New York Aquarium, Brooklyn Museum, and Brooklyn Botanic Garden, there's something in PBBS for everyone. The patrol borough connects to Manhattan by the Brooklyn-Battery Tunnel; to Staten Island by the Verrazano-Narrows Bridge; and to Queens South by the Marine Parkway Bridge.

"Our precincts are all completely distinct," said Assistant Chief Steven Powers, the commanding officer of PBBS. "You could be walking through one precinct

to another, and it's like you're in another country. It's beautiful. We're our own little melting pot. But how do we serve all of the people who make up that melting pot? By getting to know them all, individually, the same way we would want to be treated and understood."

While the majority of residents in PBBS are white, people from across the globe make the patrol borough one of New York City's more diverse communities. Greenwood and Sunset Park are home to large Hispanic and Latino communities, and

Orthodox Jewish families live in Borough Park. Black residents, of both African and Caribbean descent, reside in the northeast quadrant of the patrol borough, and there are Chinese communities within neighborhoods like Bensonhurst and Sunset Park. Brighton Beach has many Ukrainian, Russian, and Uzbek residents; Parkville has the city's largest population of Pakistanis; and East Flatbush is home to people of Haitian origin.

"Brooklyn South, cop and community alike, was struck hard by Hurricane Sandy," said Deputy

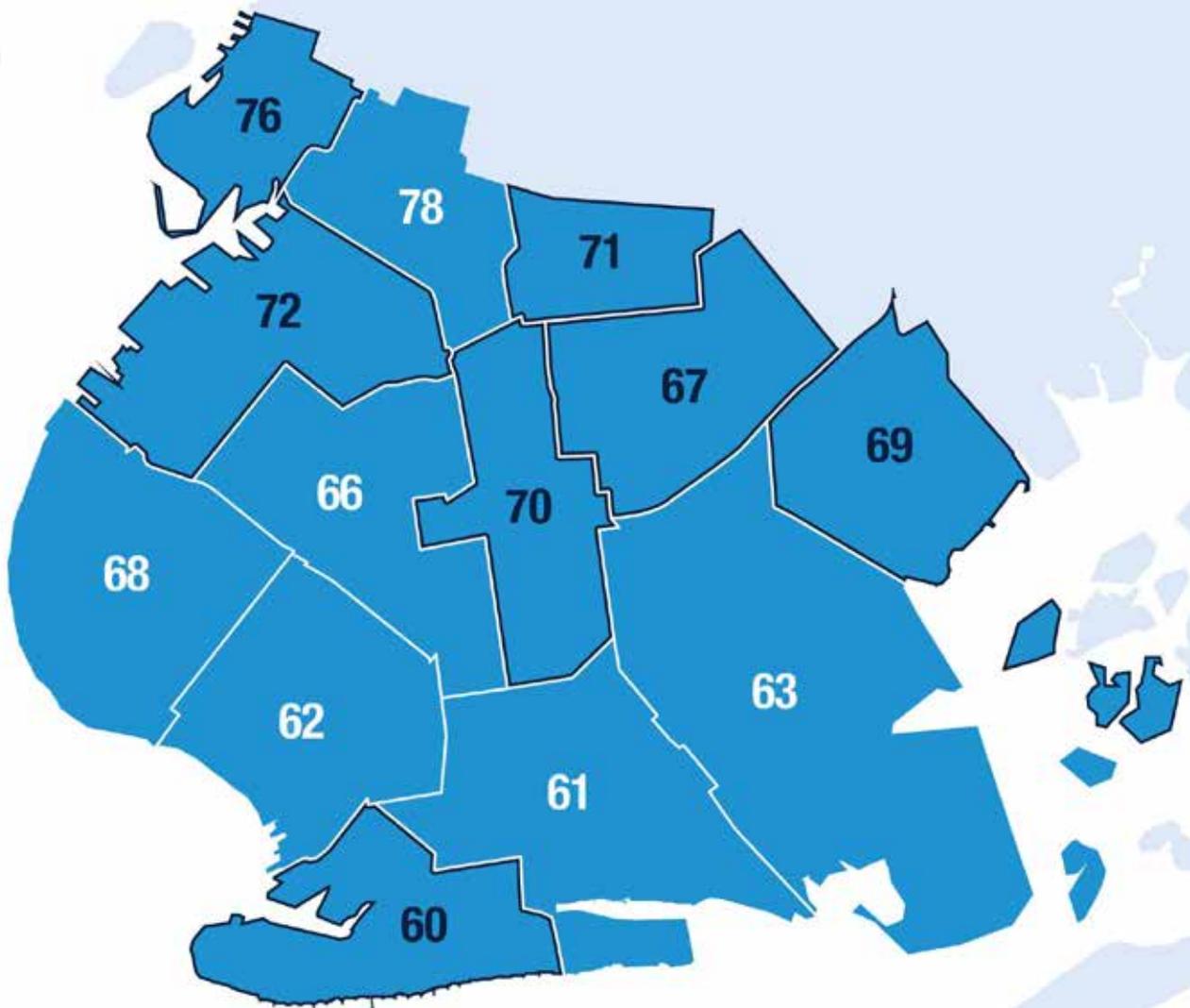


72nd Precinct NCOs, Police Officers Krista Anderson, Sue Liu, and Philip Buonora, visiting a local nursing home.



Inspector John Rowell, operations commander for PBBS. “We’ve been through a lot together, and we’re not all so different after all. We try to impart that outlook to our cops who are practicing neighborhood policing.”

 **NEIGHBORHOOD POLICING
COMMANDS**





67TH PRECINCT

“Neighborhood policing takes some of your best cops, further trains them, and enables them to go places that cops have never gone before, into the hearts of the people we serve. I’ve also seen my NCOs and sector officers develop into great crime fighters. And it’s not just me and the department who are proud of them. The community appreciates them as much as we do.”

**INSPECTOR JOSEPH GULOTTA,
COMMANDING OFFICER OF
THE 67TH PRECINCT**

The 67th Precinct covers most of East Flatbush. It’s largely residential with many private homes. The precinct also contains two small industrial areas, four large commercial strips, and two large housing developments. The officers of the 67th Precinct serve a mostly working-class population, primarily comprised of residents of West Indian descent. In recent times, immigrants from Haiti, Guyana, Jamaica, St. Lucia, Trinidad, Grenada, Panama, and the Dominican Republic have settled in the 67th Precinct.

Neighborhood policing was introduced in the precinct in October 2015. The plan is forging well-rounded cops here, skilled at dismantling criminal enterprises and winning over a community that is typically not quick to trust a blue uniform. These days, most of the precinct’s residents are happy to see NCOs and sector officers taking care of a range of issues in and around their homes.

“Neighborhood policing takes some of your best cops, further trains them, and enables them to go places that cops have never



67th Precinct Police Officer Candice Smith knows the importance of forging bonds with the kids in the community she patrols.



SECTOR CHARLIE

67th Precinct NCO, Detective James Berk explains how he apprehended several armed gang members at a vacant building to his new partner, Police Officer Earl Rochester, as they pass by.

“The area around the school is used by gang members to recruit younger members. Their presence is felt by these kids, even at a young age. The mentorship program combats their efforts to recruit kids around the school. Our NCOs are actively combatting crime as it’s happening and working to keep it from happening in the future.”

INSPECTOR JOSEPH GULOTTA,
COMMANDING OFFICER
OF THE 67TH PRECINCT

The versatility of neighborhood coordination officers is illustrated by a case from sector Charlie in the northeastern corner of the 67th Precinct. Detective James Berk and Police Officer Earl Rochester are relatively new partners, but Detective Berk is not new to sector Charlie. He

makes a point of talking with everyone he meets in his sector. Neighborhood residents pointed him in the direction of a vacant home and storefront that had squatters inside, dealing and using drugs.

Detective Berk arrested eight trespassers and obtained a search warrant for the premises that



resulted in the recovery of a .45 caliber gun and a raft of stolen credit cards, debit cards, driver licenses, social security cards, and school identification cards, much of it taken at gunpoint from NYU students in Manhattan. The owner of the building is now in full possession of the premises, and the recovered I.D. cards helped to close 14 open armed robbery cases in Patrol Borough Manhattan South.

Detective Berk has also helped to implement a mentorship program at The Emma Lazarus School. The aim of the program is to deter kids from joining gangs later in life by building relationships with them now. Officers meet with students after school and occasionally drop by during regular school hours to check in and spend time with the greater student body.

“The area around the school is used by gang members to recruit



Detective James Berk and Police Officer Earl Rochester create lasting relationships with the youth in their sector.

younger members,” said Inspector Joseph Gulotta. “Their presence is felt by these kids, even at a young age. The mentorship program combats their efforts to recruit

kids around the school. Our NCOs are actively combatting crime as it’s happening and working to keep it from happening in the future.”

Versatility

Simultaneously combating crime and making connections with the community demonstrates the inherent versatility of neighborhood policing officers. Whether getting guns off the street, closing out a robbery pattern, attending a community meeting, or connecting a needy citizen with resources and services that could aid them—officers have the time and the means to tackle whatever comes their way.

“Time spent away from the radio, and the fact that these officers are in the same sectors daily, fuels their ability to perform in a variety of capacities,” said Rick Romain, assistant principal of The Emma Lazarus School. “These are some of the most versatile crime-fighters the city has ever seen.”





BROOKLYN NORTH

Patrol Borough Brooklyn North (PBBN) runs from Greenpoint in the north, down to Brooklyn Heights on the west, and stretches east through Crown Heights and Bedford-Stuyvesant to East New York. Three bridges connect to Lower Manhattan, the iconic Brooklyn Bridge, which was the tallest structure in the city when it was built in the 1880s; the Manhattan Bridge, connecting Flatbush Avenue in Brooklyn with Canal Street in Manhattan; and the Williamsburg Bridge, which links Williamsburg with Manhattan’s Lower East Side.

The borough is home to the Brooklyn Academy of Music, a world-class theater and entertainment venue, as well as tourist attractions like the Brooklyn Children’s Museum and the Brooklyn Brewery. In recent years, neighborhoods like Williamsburg, Greenpoint, and Bushwick have experienced an independent rock-and-roll renaissance not unlike the one seen in Manhattan during the 1970s, with music venues scattered throughout northern Brooklyn, offering live music nightly.

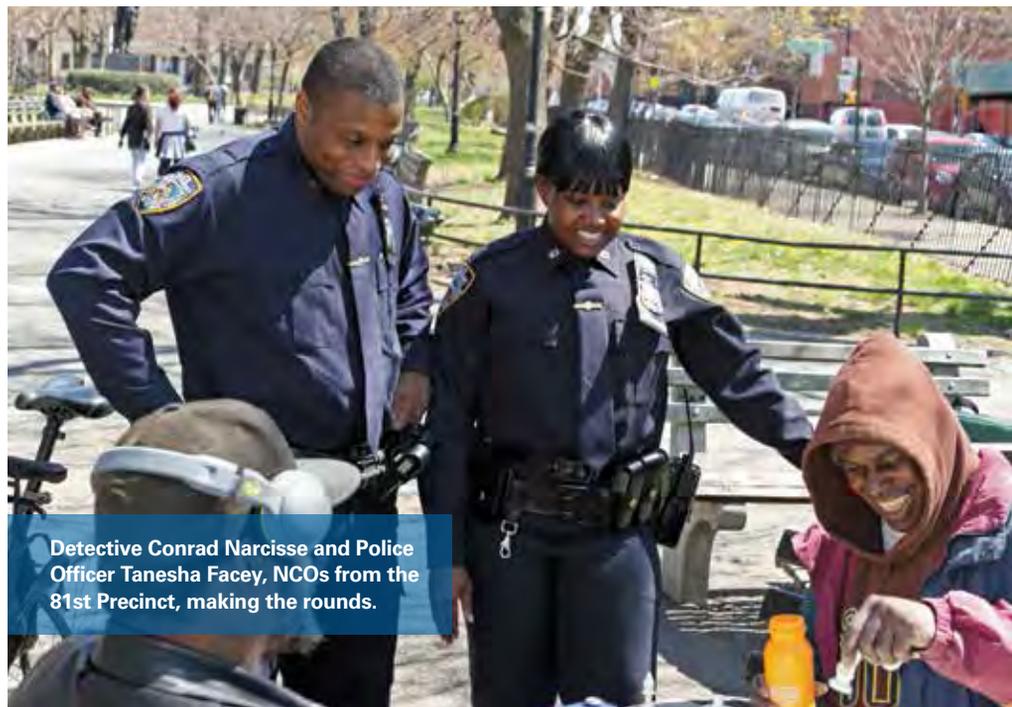
The northern areas of PBBN are predominately white, with residents of English, Scandinavian,

Italian, Irish, Polish, Russian, and Ukrainian ancestry. There is also a significant Hispanic and Latino presence in the northern parts of the patrol borough, including people of Puerto Rican and Dominican descent. A very large African-American population lives in the southern and eastern areas of the patrol borough, with Bedford-Stuyvesant representing the largest concentration of native-born black citizens citywide.

“Reaching out to the people in our borough through neighborhood policing is so important,” said Assistant

Chief Jeffrey Maddrey, commanding officer of PBBN. “The demographic landscape is constantly changing here. You’ve got people who feel like they’re losing ground, and you’ve got people moving in who shouldn’t have to feel unwelcome. It’s important to mediate that, and with neighborhood policing, that’s what we’re doing.”

Neighborhood policing is up and running in the 73rd, 75th, 77th, 79th, 81st, 84th, 88th, and 94th Precincts, along with Police Service Areas 2 and 3.

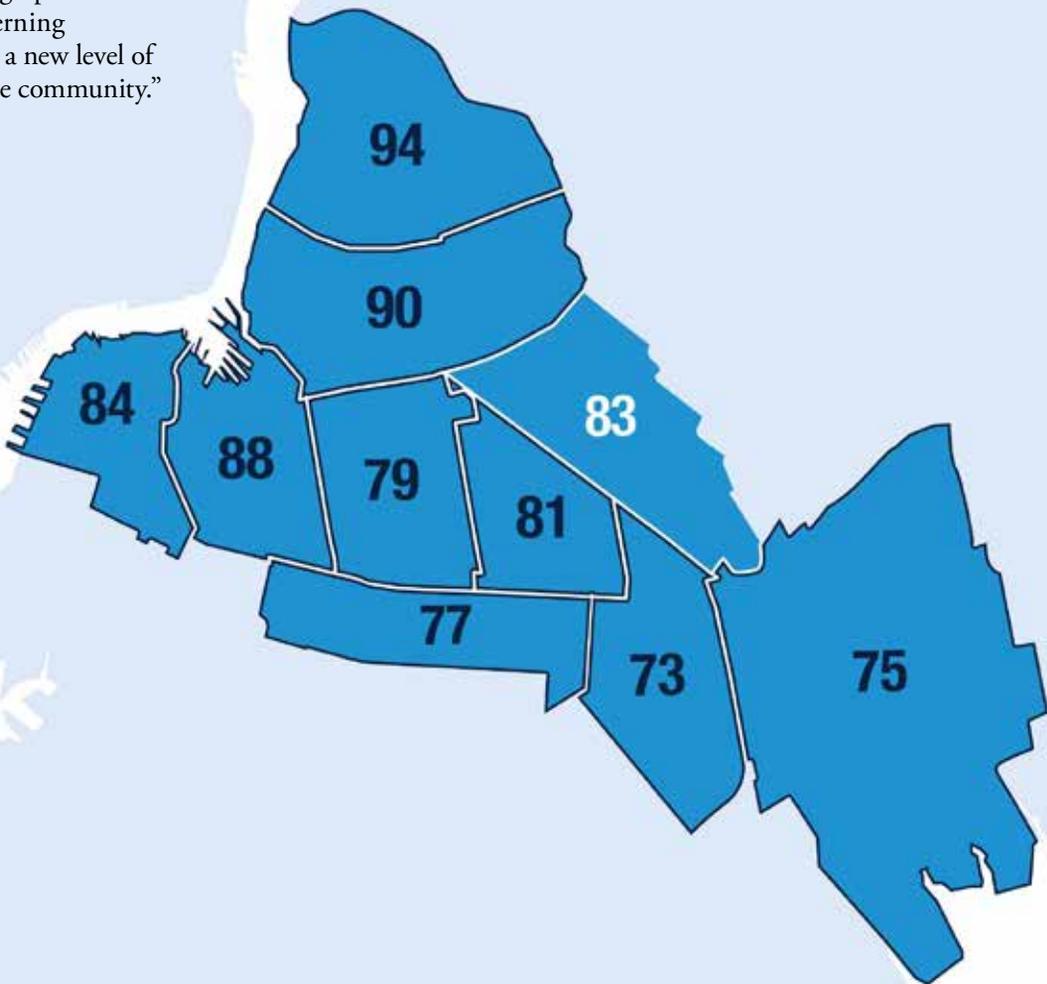


Detective Conrad Narcisse and Police Officer Tanesha Facey, NCOs from the 81st Precinct, making the rounds.



“Our neighborhood coordination officers (NCOs) and sector officers are working diligently to show the people in their sectors that they can trust the NYPD,” said Inspector Peter Simonetti, PBBN’s operations commander, who supports Assistant Chief Maddrey in overseeing neighborhood policing in the borough. “Our officers are following up on investigations concerning violence, and there’s a new level of cooperation from the community.”

 **NEIGHBORHOOD POLICING COMMANDS**



77TH PRECINCT

“Like the neighborhoods we serve, the NYPD reflects diversity, and while race and ethnicity can be a catalyst for conflict, our cops come in all sizes, shapes, genders, ethnicities, and orientations. Having them on the ground and really getting to know the people in the neighborhoods is a positive reminder that we can all work together, that we can all get along.”

**CAPTAIN ISA ABBASSI,
COMMANDING OFFICER
OF THE 77TH PRECINCT**

The 77th Precinct lies along the southern border of the Patrol Borough Brooklyn North, encompassing Prospect Heights and the northern portion of Crown Heights. The community is both residential and commercial, with apartment complexes and multiple family homes, as well as eight commercial districts comprising bars, banks, restaurants, and shopping plazas. The Brooklyn Children’s Museum and Brower Park call the precinct home, as do the Weeksville Heritage Center and St. John’s Recreation Center. The precinct also contains two

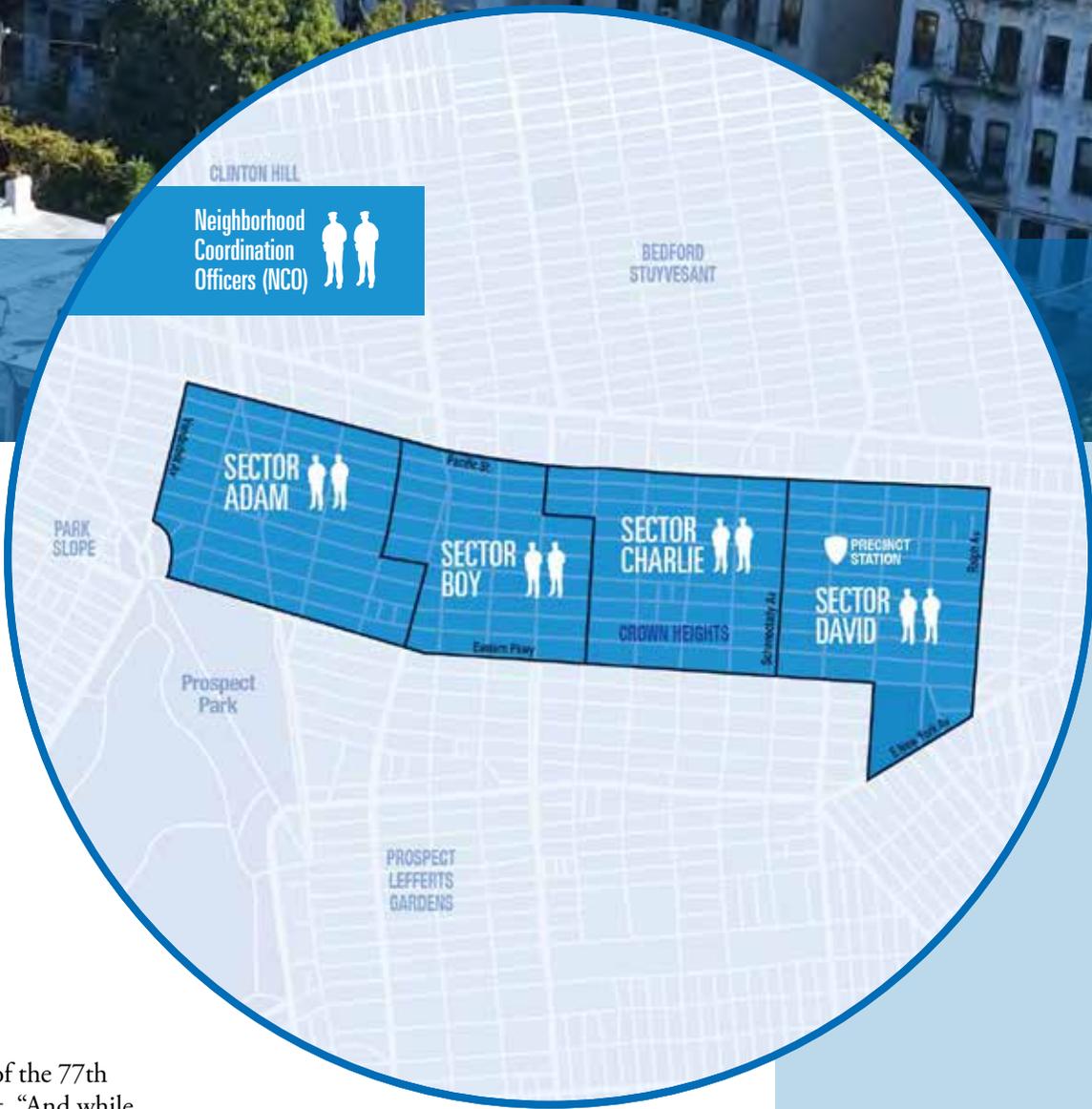
public housing developments that are patrolled by the officers from PSA 2.

The community in the 77th Precinct is predominately African-American and West Indian, and the area is known for the West Indian Day Parade, which draws over 3.5 million people each summer. The precinct is also home to a Hasidic Jewish community, and has seen an influx of non-Hasidic white inhabitants in recent years.

“Like the neighborhoods we serve, the NYPD reflects diversity,” said Captain Isa Abbassi, commanding



Police Officers Ruben Marte, Keicho Phillips, and Edwin Garcia inside the 77th Precinct’s NCO office.



officer of the 77th Precinct. “And while race and ethnicity can be a catalyst for conflict, our cops come in all sizes, shapes, genders, ethnicities, and orientations. Having them on the ground and really getting to know the people in the neighborhoods is a positive reminder that we can all work together, that we can all get along.”

Keeping the peace comes in many forms too, from easing social transitions to combating index crimes. Since the 77th Precinct’s adoption of neighborhood policing in January 2016, the precinct has seen decreases in murders, robberies, burglaries, and auto theft.

“Having officers on patrol in the same sectors every day has contributed greatly to the progress we’ve made,” said Sergeant Anthony Bertram, the precinct’s supervising NCO sergeant. “Neighborhood policing is effective from a community relations perspective, but also from a crime-fighting perspective. Working in the same neighborhood every day, you get to know the ins and outs.”

“Neighborhood policing is effective from a community relations perspective, but also from a crime-fighting perspective. Working in the same neighborhood every day, you get to know the ins and outs.”

**SERGEANT ANTHONY BERTRAM,
NCO SUPERVISOR
FOR THE 77TH PRECINCT**



SECTOR BOY

Police Officers Keicho Phillips and Michael Mundy, patrolling the 77th Precinct's Sector Boy.

“This arrest shows the change in the NYPD and, more so, in New York City. Arresting those teens was important to the community. We simply cannot have people afraid to go to work, to go food shopping, to walk down the street, for fear of being robbed, or worse, attacked like this. This arrest was made possible because Officer Brower knew his environment by heart.”

CAPTAIN ISA ABBASSI,
COMMANDING OFFICER
OF THE 77 PRECINCT

For Police Officer Robert Brower, who is a sector officer in Sector Boy, the sector is his home away from home. He is an active part of the community there and takes responsibility for the safety of its inhabitants. Under neighborhood policing, NCOs and sector officers maintain “sector integrity,” which means they don’t leave the confines of their sectors, except in emergencies. This cultivates

a sense of responsibility for the sector among the sector officers, and ensures familiarity with their surroundings, including people and sector-specific problems.

Officer Brower was quick to respond to a radio call about a victim who had been brutally attacked while delivering food for a local Chinese restaurant. Two teenage boys had attempted to rob him, and struck him and



his motorized scooter repeatedly with a metal pipe when he refused to turn over his cash. Officer Brower obtained descriptions of the attackers and began canvassing the surrounding area. As a sector officer, Officer Brower is familiar with locations that troubled teenagers frequent and knew exactly where to go. He apprehended two teens fitting the exact descriptions given by the victim, who later positively identified both suspects.

“This arrest shows the change in the NYPD and, more so, in New York City,” said Captain Abbassi. “Arresting those teens was important to the community. We simply cannot have people afraid to go to work, to go food shopping, to walk down the street, for fear of being robbed, or worse, attacked like this. This arrest was made possible because Officer Brower knew his environment by heart.”



Police Officer Robert Brower, a sector officer from the 77th Precinct's Sector Boy, recently put his knowledge of his sector to good use.

Familiarity

Knowing your surroundings as a cop is key. Prior to the institution of neighborhood policing, officers answered 9-1-1 calls throughout their tours and were often sent to locations scattered across the precinct. Now, sticking to the same sectors, NCOs and sector officers are familiar with a neighborhood physically and socially—who lives there, what the problems are, who the perpetrators are, and who the department's friends and advocates are.

“The benefit of officers working in the same neighborhoods every day and getting to know their sectors better is that the community is becoming more familiar with the cops as well,” said James Caldwell, 77th Precinct community council president.



QUEENS SOUTH

Patrol Borough Queens South (PBQS) is largely residential, thick with one- and two-story homes and apartment complexes. It is also home to the John F. Kennedy International Airport and St. John's University, in addition to a wide range of small businesses, from family-owned hardware stores and bustling laundromats to corner store bodegas. Nassau County borders the borough to the east, and ocean air blows in off the Atlantic to the south.

PBQS is one of the more diverse patrol boroughs, as almost every ethnicity has a part of the borough to call its own. A large portion of the population is African-American, but there are also Central American and South American communities in areas like Ozone Park, and Eastern Asian communities in areas like Fresh Meadows. The city's largest populations of Indian immigrants reside in Bellerose, Ozone Park, and Woodhaven.

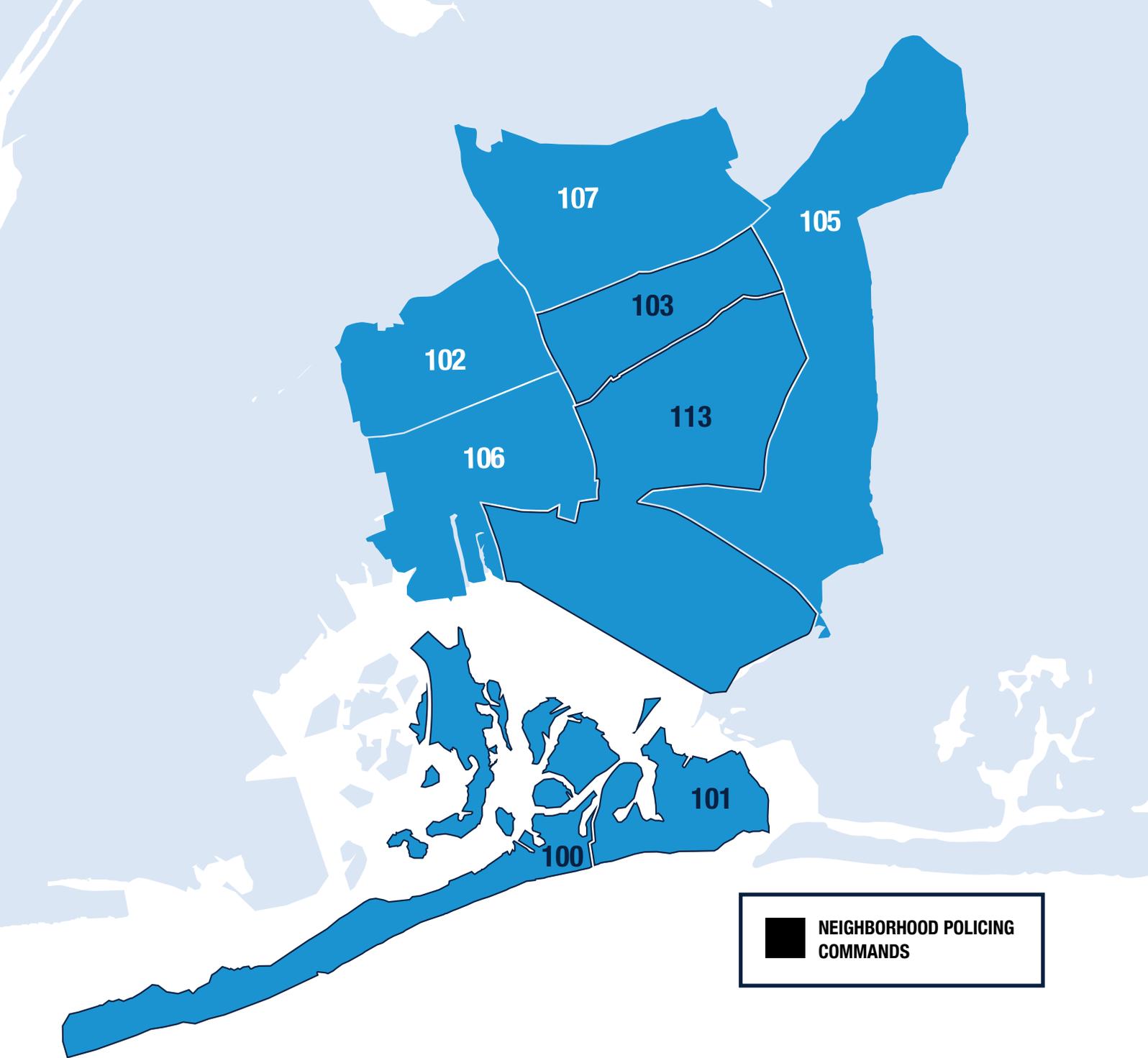
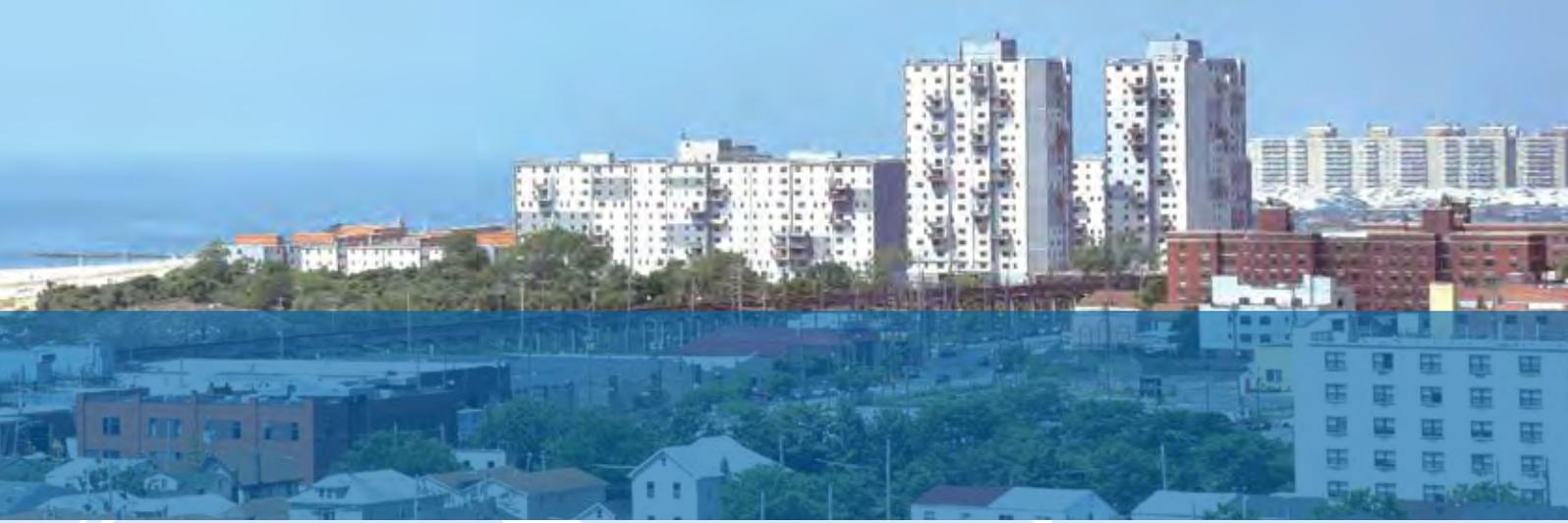
Two Queens South precincts, the 100th and the 101st, both home to Rockaway Beach Communities, were among the first four precincts to launch neighborhood policing, and it has since expanded to the 103rd and the 113th Precincts.

"I think bringing neighborhood policing to the Rockaways was a great idea," said Assistant Chief David Barrere, commanding officer of PBQS. "These were some of the communities that got hit the hardest by Sandy. They were, and in some ways still are, recovering, and the idea of having a stronger connection to neighborhood cops—to the people who you'd be calling during an event like Sandy—I think these residents are very receptive to that idea."

"We have our NCO commands prepare weekly reports for us to learn how well the officers are performing," adds Inspector Peter Loehle, the PBQS adjutant. "We follow up with monthly meetings with all of the NCO sergeants. So far, this system is paying dividends, both in community connection and crime fighting."



NCO Sergeant James Bigg, alongside two of his 100th Precinct NCOs, Police Officer Ismael Remigio and Detective Paul Candela.



101ST PRECINCT

“If you have all of a sector’s NCOs, the sector’s housing NCOs, and the sector officers attend a community event like a basketball game, that’s six or seven police officers that these kids would have never met before. So the next time they’re patrolling in a development, they may see a kid they played basketball with. It completely de-escalates the situation if it’s somebody you know.”

DEPUTY INSPECTOR JUSTIN LENZ,
COMMANDING OFFICER
OF THE 101ST PRECINCT

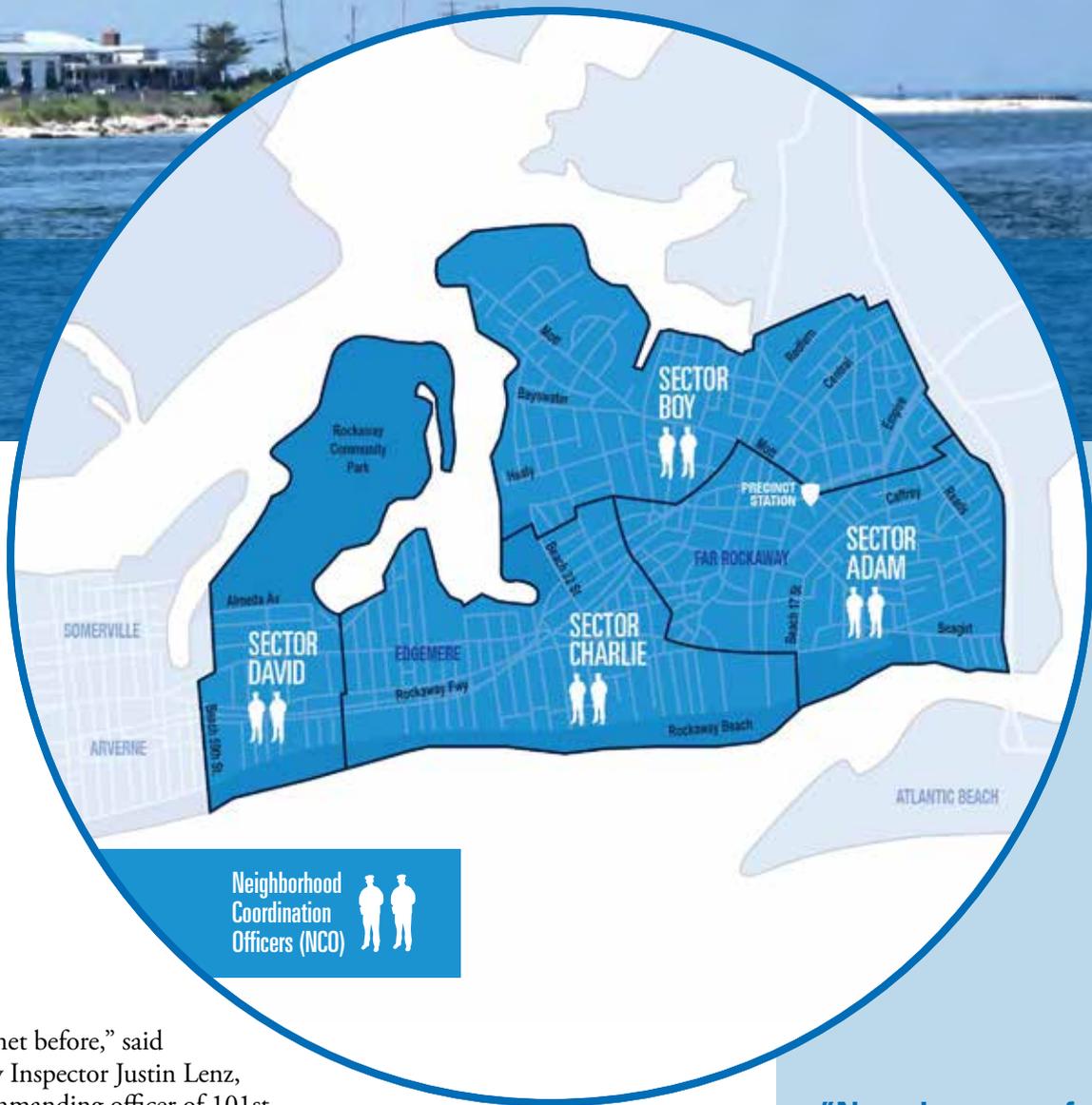
The 101st Precinct, located at the eastern end of the Rockaway Peninsula, covers the area between Beach 59th Street and the Nassau Expressway, encompassing two and half square miles and an extensive Atlantic Ocean beachfront and park area. The community is primarily residential, with one- and two-family homes and two major ocean-front apartment complexes. There are four public housing developments patrolled by 101st Precinct officers; six nursing homes; and five health-related facilities.

Whether it’s tackling increased criminal activity on the beach during the summer months, helping to keep the peace in local housing developments, or steering troubled youth toward the right side of the law, the precinct’s neighborhood coordination officers and sector officers are always tuned into the goings-on of their command.

“If you have all of a sector’s NCOs, the sector’s housing NCOs, and the sector officers attend a community event like a basketball game, that’s six or seven police officers that these kids would have



Sharing a smile with a community member is not uncommon for 101st Precinct NCOs, Police Officers Beata Lesniewski and Jamaal Arthur.



never met before,” said Deputy Inspector Justin Lenz, the commanding officer of 101st Precinct. “So the next time they’re patrolling in a development, they may see a kid they played basketball with. It completely de-escalates the situation if it’s somebody you know.”

101st Precinct NCOs and sector officers know who the key criminal players in their sectors are, where they’re likely to find them, and just how to bring them in. Much of this information is coming directly from stronger lines of communication with community members, which is particularly notable in a community that, historically, has not been fond of the police.

“I’m in my twenty-fifth year on the job, and I’ve worked at the 101st Precinct for five of them,” said Sergeant Robert Garrity, the precinct’s NCO sergeant. “In all my years, I had never seen a community more disconnected from the police. You would go to community meetings, and people would complain about problems never being solved. Now, because of neighborhood policing, we’ve been bonding with these people on a one-on-one basis and working together. People are showing up to these meetings to share stories about positive police interactions and to thank us. That’s new, and it’s amazing.”

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**SERGEANT ROBERT GARRITY,
NCO SUPERVISOR FOR
THE 101ST PRECINCT**



SECTOR DAVID

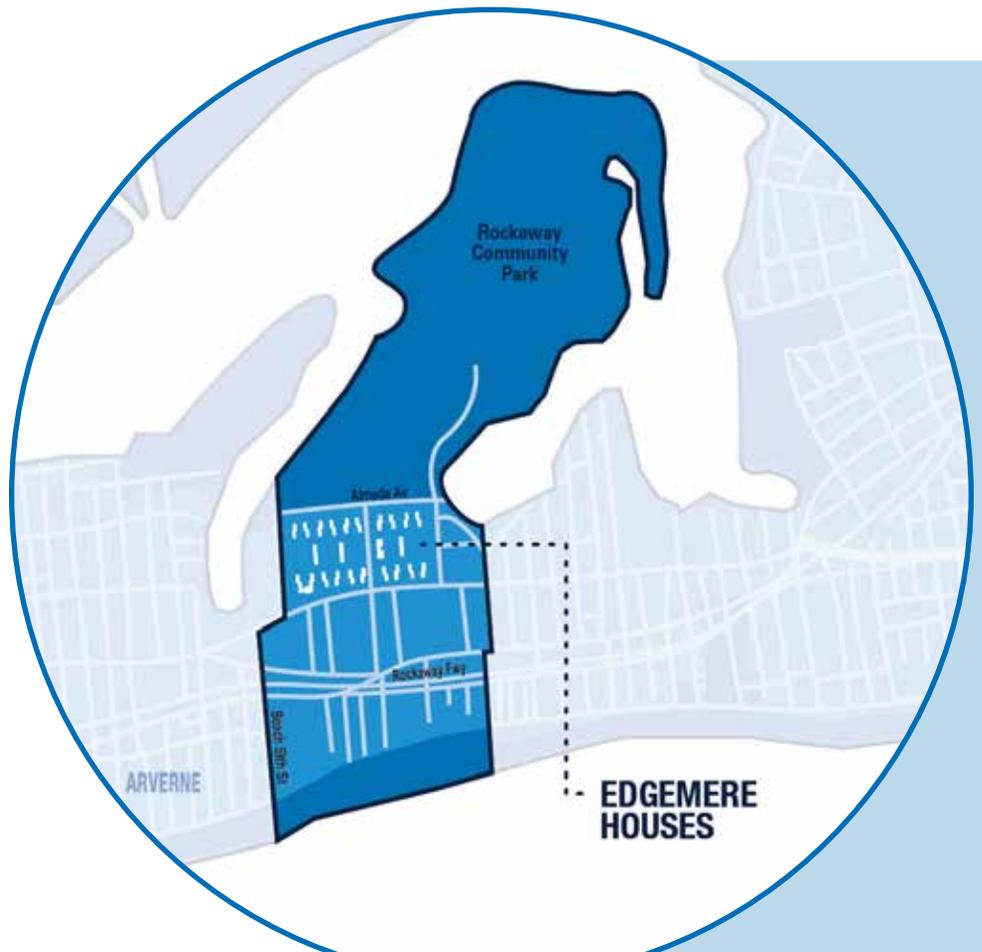
101st Precinct housing NCOs, Police Officers Glenn Ziminski and Anthony Parrinello, walking toward sector David's Edgemere Houses.

“This may have been one small victory in a larger battle, but think of the 87 people that could have been cheated by those fraudulent credit cards. That’s one less credit card embosser in the hands of people who shouldn’t have it, and more importantly, one less gun on the street. Successes like this one are helping the community here to see that we’re all on the same side.”

DEPUTY INSPECTOR JUSTIN LENZ,
COMMANDING OFFICER
OF THE 101ST PRECINCT

The 101st Precinct has four public housing developments. There is no Housing Bureau police service area in the Rockaways, so the 101st Precinct assigns a portion of its approximately 200 officers to patrol in all four developments. The precinct also has its own housing NCOs.

Police Officers Glenn Ziminski and Anthony Parrinello are assigned as Housing NCOs and are responsible for the Edgemere Houses in sector David. In addition to performing interior patrols and rooftop inspections, these cops make an effort to get to know the people who live in the buildings. When Officers Ziminski and Parrinello learned



about a fraudulent credit card ring operating in the Edgemere Houses, they obtained and executed a search warrant at the apartment in question. The officers took three men into custody and recovered a loaded .45 caliber Ruger semi-automatic handgun, 18 rounds of loose ammunition, a credit card embosser, two laptops, 87 fraudulent credit cards, and some marijuana. This kind of police work is exactly what the local Far Rockaway community had been clamoring for.

“This may have been one small victory in a larger battle, but think of the 87 people that could have been cheated by those fraudulent credit cards,” said Deputy Inspector Justin Lenz. “That’s one less credit card embosser in the hands of people who shouldn’t have it, and more importantly, one less gun on the street. Successes like this one are helping the community here to see that we’re all on the same side.”



Police Officers Glenn Ziminski and Anthony Parrinello talk shop with staff at the Edgemere Community Center.

Productivity

Neighborhood coordination officers and sector officers are more than just community cops. They work to strengthen community ties, but they are also seasoned crime fighters, capable of producing results. The bonds they forge with people lead to valuable information and make the streets safer, drawing the department closer to the communities it serves.

“Neighborhood policing works,” said Manuel Fiallo, family and community engagement specialist for the Beach 41st Street Houses. “It’s about producing results. It’s about repairing their relationship with the community, and it’s about keeping us safe; and they’re making a lot of progress on all fronts.”





QUEENS NORTH

Patrol Borough Queens North (PBQN) borders the East River with the communities of Long Island City, Ravenwood, and Astoria, also encompassing Roosevelt Island and Rikers Island. The patrol borough rolls eastward toward Nassau County through Jackson Heights, with Elmhurst, Flushing, and Annandale to the north, and Woodside, Ridgewood, Maspeth, and Forest Hills to the south.

LaGuardia Airport is in East Elmhurst, the New York Mets play at Citi Field, and the Arthur Ashe Stadium hosts the tennis U.S. Open at the end of summer each year. The patrol borough features the New York Hall of Science, the Queens Museum, the Queens Botanical Garden, and an abundance of parkland.

People from across the globe have come to northern Queens, one of the more diverse patrol boroughs in the city. Central and South Americans have settled in and around areas like Jackson Heights, with the largest number of Mexican immigrants in the city calling Corona home. Indian and Pakistani families have moved into neighborhoods like Rego Park, while the largest

Filipino population in the city lives to the south in Forest Hills. There are prominent East Asian communities, with Chinese, Korean, and Japanese citizens gravitating to areas like Flushing. Much of the borough's population is of European descent, with Italian, Irish, and Polish communities in areas like Maspeth; Hispanic and Latino residents reside in Ridgewood; and smaller groups of African-Americans live in portions of the borough as well.

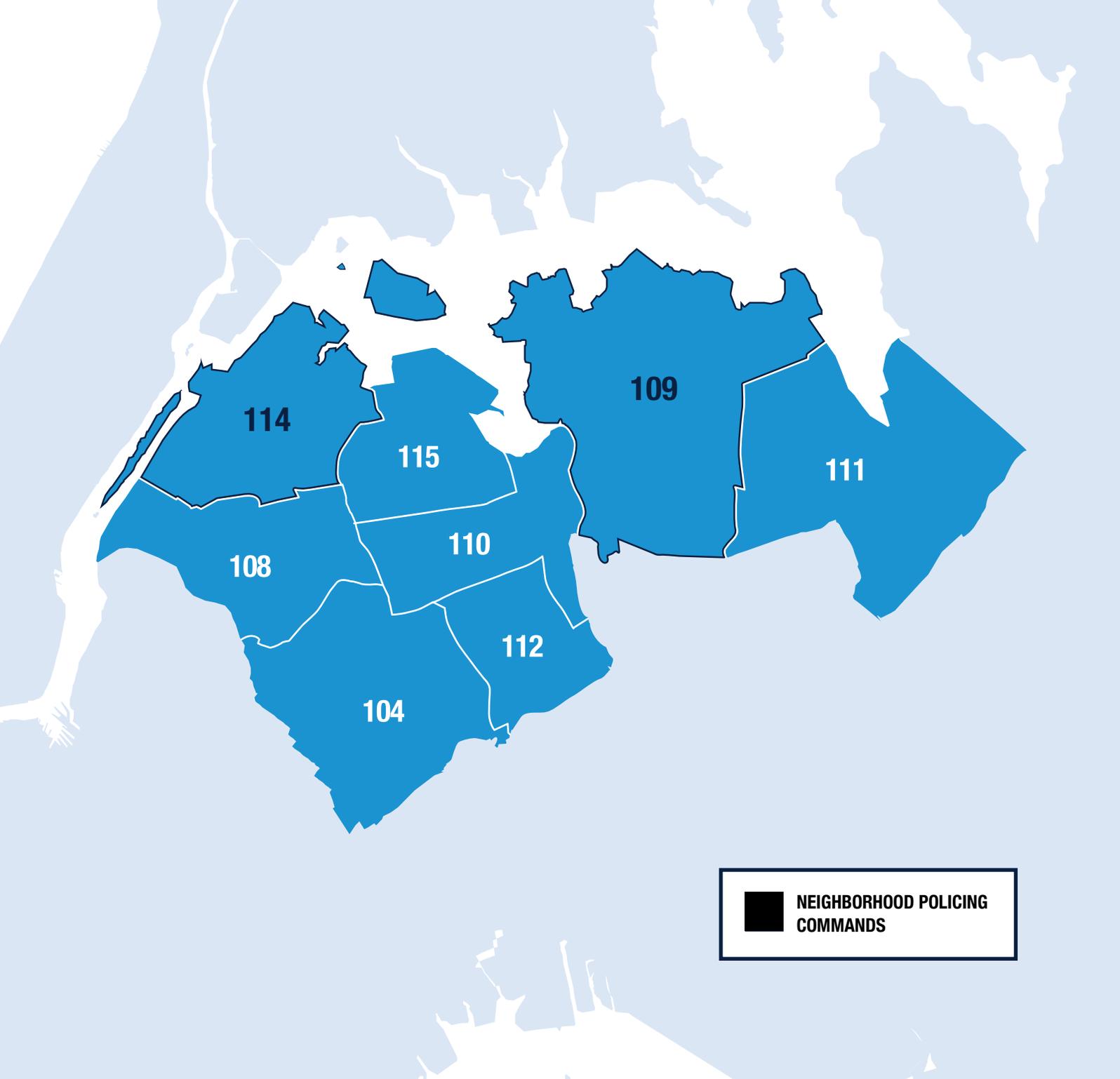
PBQN's 109th Precinct adopted neighborhood policing in April 2016, the first Queens North precinct to do so. Neighborhood

policing has also been introduced in the 114 Precinct and the Housing Bureau's Police Service Area 9, which patrols housing developments within PBQN.

"Neighborhood policing is about getting to know everyone," said Assistant Chief Juanita Holmes, commanding officer of PBQN. "It's about people getting to know the officers, and the officers getting to know the people—all the people in each neighborhood and in each sector. I came on as the C.O. of Queens North just as it was gaining traction, and I intend to make it as successful here as it has been in other areas of the city."



Sergeant Brian Andruszkiewicz addresses his 114th Precinct NCOs at roll call.



 NEIGHBORHOOD POLICING
COMMANDS



109TH PRECINCT

“It was an honor to be the first Queens North command to adopt neighborhood policing. To be on the ground floor, so to speak, is exciting and extremely rewarding. We’ve been receiving feedback about neighborhood policing from the people we serve, and it’s been resoundingly positive.”

**DEPUTY INSPECTOR
JUDITH HARRISON,
COMMANDING OFFICER
OF THE 109TH PRECINCT**

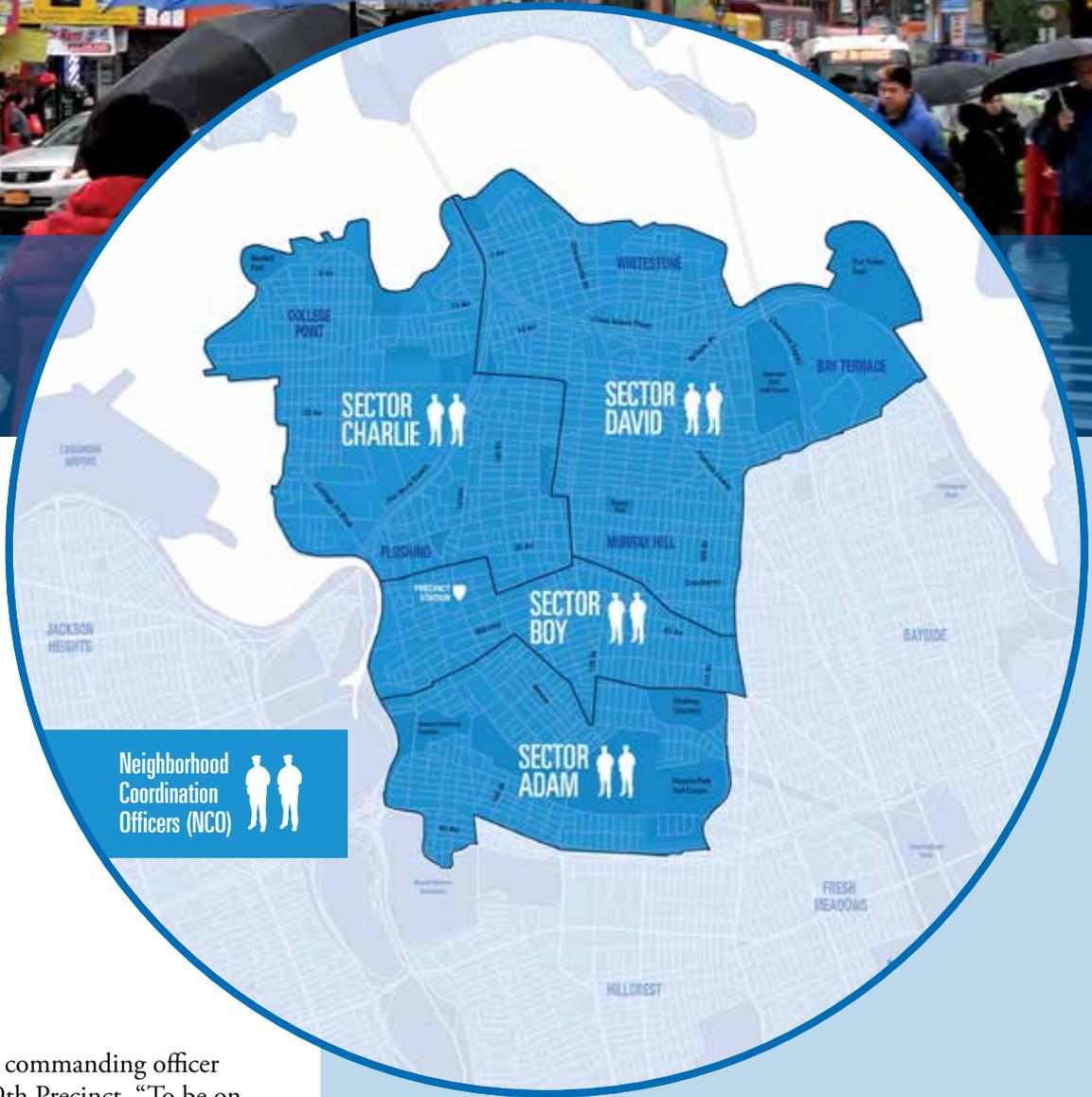
PBQN’s 109th Precinct encompasses neighborhoods in the north like Whitestone, Bay Terrace, and College Point—where the NYPD’s new state-of-the-art Police Academy is located—and neighborhoods further south like Mitchell-Linden, Flushing, and Murray Hill. The precinct is home to the Queens Botanical Garden, 42 parks, and several golf courses. There is a commercial district that serves as a financial center with 36 banks and a variety of shops catering to the diverse ethnicities.

Because of the sheer size of the command and the number of neighborhoods, the 109th Precinct is a tapestry of diversity: a rapidly growing population of Asian-Americans in Flushing, with its own Chinatown and Koreatown sections; a Hispanic and Latino majority in College Point; and smaller sections of people of Italian, Greek, Russian, Irish, Jewish, African-American, Pakistani, Afghan, Bangladeshi, and even Native American ancestry.

“It was an honor to be the first Queens North command to adopt neighborhood policing,” said Deputy Inspector Judith



109th Precinct NCO, Police Officer Colleen Quinn, catches up with Stella Chan, Director of Community Relations for New York City Council Member Peter Koo.



Harrison, commanding officer of the 109th Precinct. “To be on the ground floor, so to speak, is exciting and extremely rewarding. We’ve been receiving feedback about neighborhood policing from the people we serve, and it’s been resoundingly positive.”

“What’s immediately striking about neighborhood policing is the cohesion,” adds Sergeant Jason Pilla, the precinct’s NCO sergeant. “It’s like everything’s already been thought out. You have all the wheels in motion and all the bases are covered. It really is an efficient way to police.”

“What’s immediately striking about neighborhood policing is the cohesion. It’s like everything’s already been thought out. You have all the wheels in motion and all the bases are covered. It really is an efficient way to police.”

**SERGEANT JASON PILLA,
NCO SUPERVISOR FOR THE 109TH PRECINCT**



SECTOR ADAM

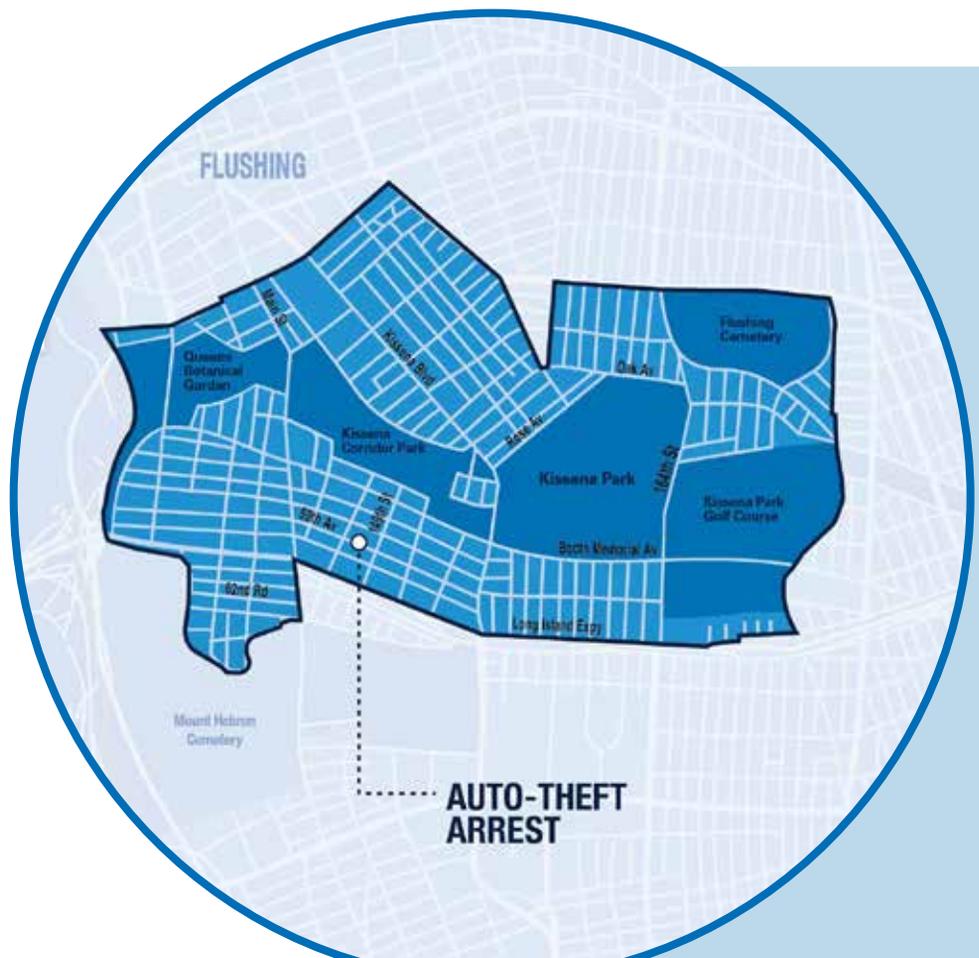
Police Officer Wilkania Columna, a sector officer from the 109th Precinct's sector Adam.

“This is exactly what’s going on in our sectors every day and in sectors across the city every day. The open exchange among NCOs and sector officers is stopping crime dead in its tracks. In this case, two officers from different tours took down a criminal who was affecting their sector, because they were tapped into their surroundings and communicating with each other. That’s what neighborhood policing is all about—communication.”

DEPUTY INSPECTOR
JUDITH HARRISON,
COMMANDING OFFICER
OF THE 109 PRECINCT

A recurring problem in the 109th Precinct is theft from cars, so when Police Officer Stephanie Stewart, a sector Adam neighborhood coordination officer (NCO), identified a trend in car breaks, she knew it had to be dealt with swiftly. She relayed information about the pattern to Police Officer Wilkania Columna, a sector

officer in sector Adam, whose tour fell within the hours when the break-ins were occurring. During her next tour, Officer Columna was looking for signs of Officer Stewart’s pattern, when she observed a male exiting the passenger side of a parked vehicle. When she investigated and questioned the subject, she determined that he was not the owner of the vehicle and did not



have permission to be inside. The resulting arrest closed out this particular theft-from-autos pattern.

“This is exactly what’s going on in our sectors every day and in sectors across the city every day,” said Deputy Inspector Harrison. “The open exchange among NCOs and sector officers is stopping crime dead in its tracks. In this case, two officers from different tours took down a criminal who was affecting their sector, because they were tapped into their surroundings and communicating with each other. That’s what neighborhood policing is all about—communication.”



Police Officer Stephanie Stewart, an NCO assigned to the 109th Precinct’s sector Adam, utilizing the Predictive Mode in the Domain Awareness System.

Unity

One of the most remarkable aspects of neighborhood policing is the cohesion of various moving parts. NCOs identify crime patterns and other problems, which they sometimes rectify themselves, but just as often, they share intel about conditions with sector cops. Similarly, the sector officers can devote about a third of their tours away from the radio to engage in community interaction, targeted police activity, and follow-up engagements, thanks to support from response car officers.

“It’s amazing how fluidly these officers support each other,” said Stella Chan, director of community relations for New York City Council Member Peter Koo. “This level of engagement and communication makes for a seamless team of officers in each neighborhood, and ultimately, for tighter-knit, better-cared-for neighborhoods.”



STATEN ISLAND

Staten Island is located half an hour from Manhattan, across the New York Bay on the Staten Island Ferry, and is separated from New Jersey by the Arthur Kill and the Kill Van Kull waterways. The borough is completely surrounded by water, so cars can travel there only by bridge: the Verrazano-Narrows Bridge from Brooklyn and the Outerbridge Crossing, the Goethals Bridge, and the Bayonne Bridge from New Jersey. Unlike the other boroughs, Patrol Borough Staten Island (PBSI) is not served by underground subway lines, but by a single, above-ground train called the Staten Island Railway. The island contains thousands of acres of federal, state, and local parkland, in addition to hundreds of acres of private wooded areas. It is split into four precincts.

While most of the city's boroughs are marked by commercial and industrial development and looming apartment structures, PBSI is primarily a residential suburb, its sidewalks lined with the stoops of two-level homes. Staten Island's population is predominantly white. A large number of Italian-Americans live in areas like Annadale, and people of Eastern European descent have

settled in neighborhoods like South Beach. There are significant African-American communities in areas like Arlington, and the island is also home to one of the largest Sri Lankan communities outside of Sri Lanka itself, in the portion of Tompkinsville known as "Little Sri Lanka."

The NYPD brought neighborhood policing to Staten Island's 120th Precinct in December 2015.

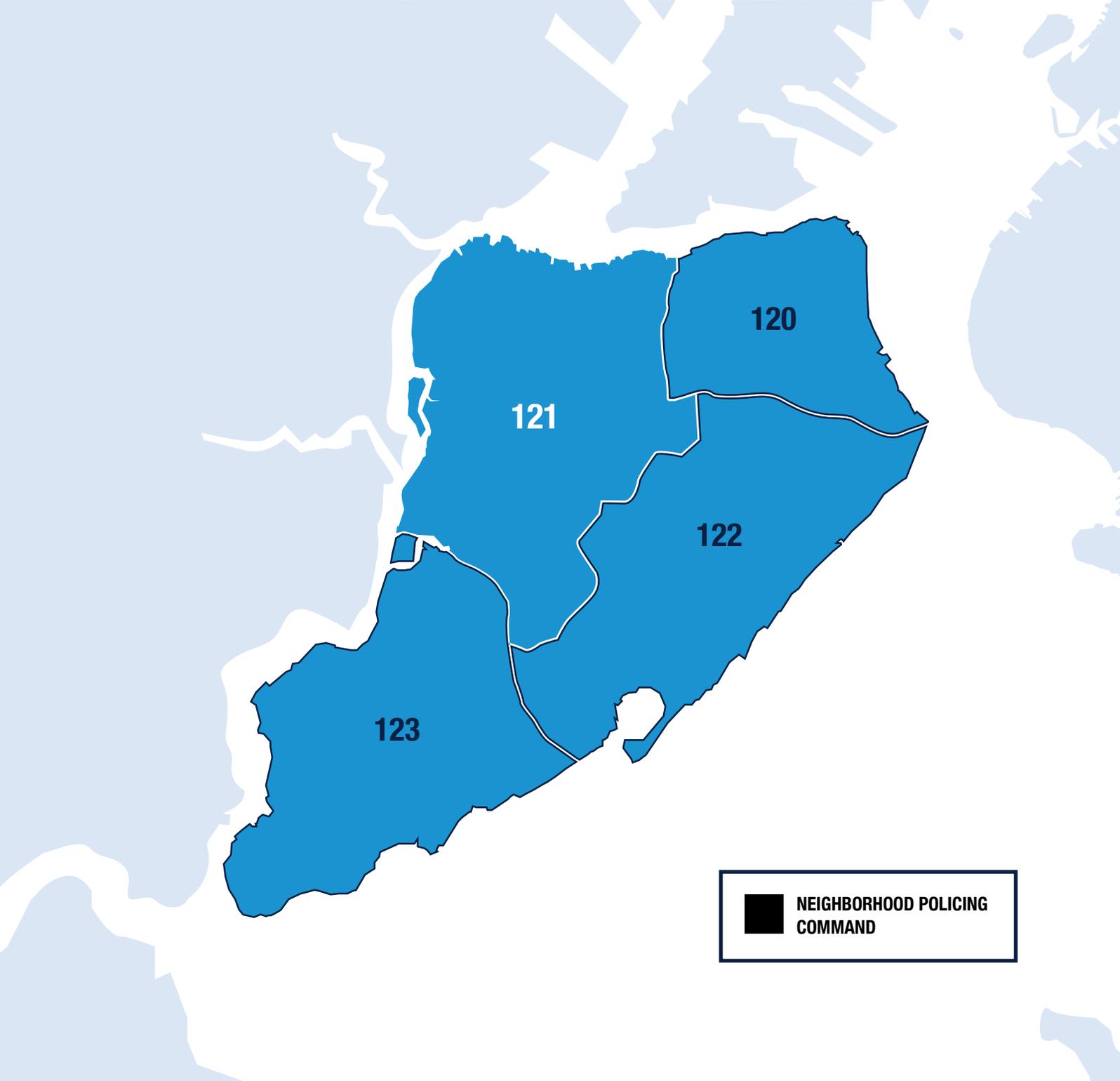
"I encourage and expect the NCOs from the 120th Precinct to multi-task, because being an

NCO is a multi-faceted position," said Assistant Chief Edward Delatorre, commanding officer of PBSI. "Anything can go wrong at any time, and it's their job to come up with the solutions to problems on the fly—to use their know-how to keep their sectors safe, while getting to know and befriend the community."

Assistant Chief Delatorre and his staff hold meetings with Deputy Inspector Robert Bocchino, commanding officer of the 120th Precinct, and his NCOs, where they explain their progress and persistent issues.



Assistant Chief Edward Delatorre holds a CompStat-inspired meeting with Deputy Inspector Robert Bocchino and the NCOs from the 120th Precinct.



120TH PRECINCT

“The great thing about neighborhood policing is that reinforcing community relations and fighting crime are not mutually exclusive. Getting to know the people in your sector means getting to know the old woman on the corner, and it also means getting to know the guy dealing drugs in the alley, and what makes each of them tick. The community helps lead us to criminal activity because they really want to weed out the seedy and criminal elements where they live.”

DEPUTY INSPECTOR
ROBERT BOCCHINO,
COMMANDING OFFICER
OF THE 120TH PRECINCT

Staten Island’s 120th Precinct, situated in the northeast corner of the island, is a transportation hub that includes the Staten Island Ferry’s terminal, the terminus of the Staten Island Railway, and the Staten Island Expressway, which forms the precinct’s southern border and leads to the Verrazano-Narrows Bridge to Brooklyn.

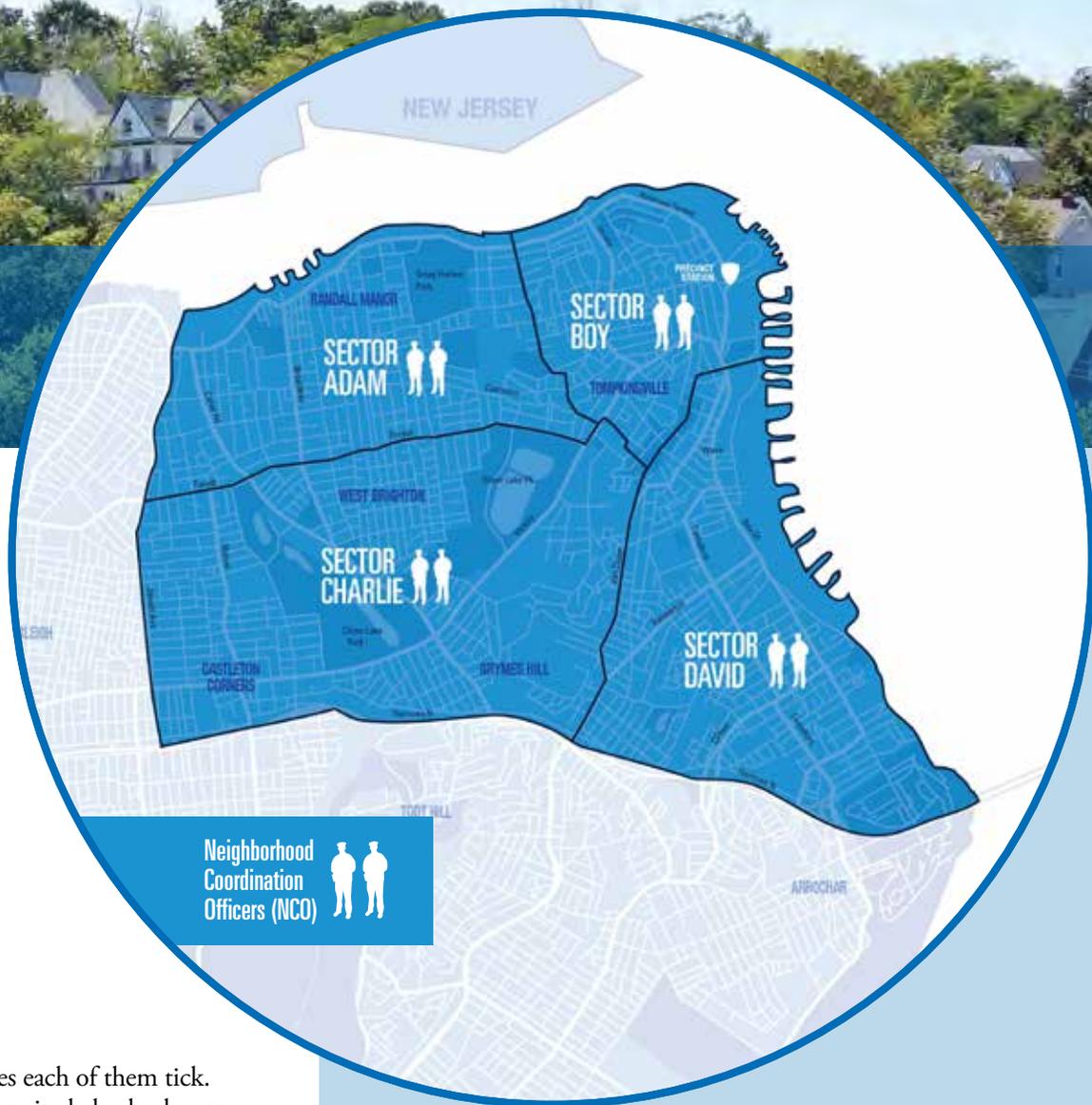
Like the rest of the borough, the precinct is experiencing the shocks of a severe opioid epidemic, the toxic spread of heroin and

prescription pain pills like OxyContin and Percocet, and a steep rise in overdose deaths.

“The great thing about neighborhood policing is that reinforcing community relations and fighting crime are not mutually exclusive,” said Deputy Inspector Robert Bocchino, commanding officer of the 120th Precinct. “Getting to know the people in your sector means getting to know the old woman on the corner, and it also means getting to know the guy dealing drugs in the alley, and



Detective Joseph Arnone and Police Officer Stephen Mazzaro, NCOs from the 120th Precinct, attend a local community meeting.



what makes each of them tick. The community helps lead us to criminal activity because they really want to weed out the seedy and criminal elements where they live.”

The 120th Precinct has 16 NCOs: eight on patrol in their respective sectors and eight working exclusively in the housing developments within the precinct’s confines. Leading the group is Sergeant John Borruso.

“Our NCOs try to meet everyone in their sectors or in their developments,” said Sergeant Borruso. “As NCOs, they learn how to tell the good guys from the bad guys, by getting to know both groups, rather than just the bad guys.”

“Our NCOs try to meet everyone in their sectors or in their developments. As NCOs, they learn how to tell the good guys from the bad guys, by getting to know both groups, rather than just the bad guys.”

**SERGEANT JOHN BORRUSO,
NCO SUPERVISOR FOR THE 120TH PRECINCT**



SECTOR BOY

Police Officers Mary Gillespie and Jessi D'Ambrosio, 120th Precinct housing NCOs, en route to the development they patrol.

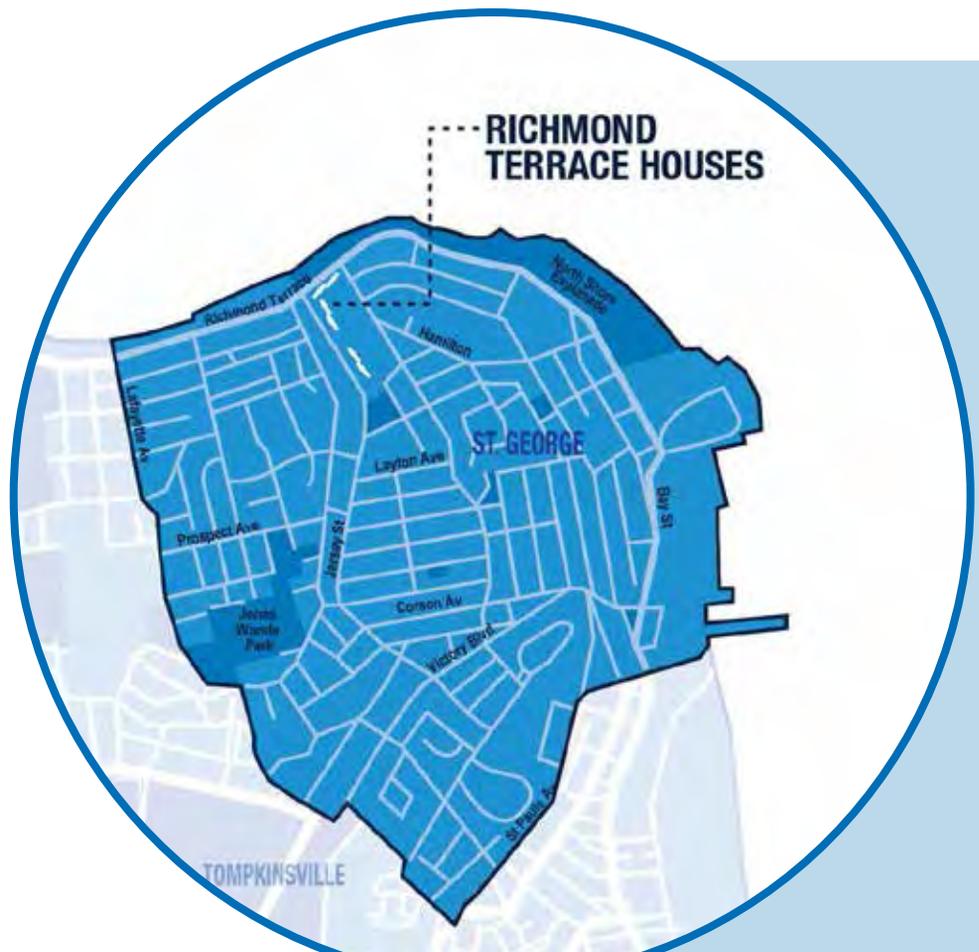
“Sector Boy’s NCOs are as much a part of its community as the people they serve there. With the help of other community agencies, they’ve launched a preemptive strike on heroin, and as a result, their community is still thriving in that regard.”

DEPUTY INSPECTOR
ROBERT BOCCHINO,
COMMANDING OFFICER
OF THE 120TH PRECINCT

Sector Boy, in the precinct’s northeastern quadrant, is the borough’s transportation nucleus. It includes the ferry, train, and bus terminals, and is probably the most heavily trafficked sector on the island. Staten Island is struggling with cases of heroin and opioid addiction and overdose, and sector Boy’s officers are working to stave off the epidemic. The sector’s NCOs are doing everything in their

power to keep the sector and its neighborhoods from succumbing to the devastating drugs.

In addition to keeping their ears to the ground for any signs of illegal drug use and sales, sector Boy NCOs, Detective Joseph Arnone and Police Officer Stephen Mazzaro, have been trained in the use of Naloxone, a medication that can be insufflated into the nostrils of overdose



victims to block the effects of heroin or opioids, essentially bringing the subjects “back to life” long enough to transport them to a medical care facility. The officers carry Naloxone at all times and are also familiar with various treatment and support resources to help people struggling with addiction, including rehabilitation centers, narcotics anonymous meetings, and locations where addicts or concerned family members can procure Naloxone and be trained in its application.

Richmond Terrace, the sector’s housing development, has two NCOs of its own, Police Officers Mary Gillespie and Jessi D’Ambrosio. They are trained in Naloxone application and attend community meetings regularly to help residents understand the use of the medication and the navigation of other resources regarding drug addiction. As a result, the Richmond Terrace



Houses, along with most of Sector Boy, have had some success in keeping the opioid epidemic at bay.

“Sector Boy’s NCOs are as much a part of its community as the people they serve there,” said Deputy Inspector Bocchino. “With the

help of other community agencies, they’ve launched a preemptive strike on heroin, and as a result, their community is still thriving in that regard.”

Community

The cornerstone of neighborhood policing is rebuilding the bridge between cops and the community. Giving cops time to connect with the people they serve—and encouraging it—nurtures a mutual respect, and ultimately promotes the idea of a shared responsibility for keeping New York City neighborhoods safe.

“This is a revolutionary approach to policing,” said Ms. Gloria Phillips, corresponding secretary for the Richmond Terrace Tenants' Association. “It’s really not such a far-fetched idea to think that we could have officers policing neighborhoods with the help of a very involved community. In fact, it’s already begun.”





WHAT'S NEXT

Police Officers Jose Genao and Alan Hassel, NCOs from the 33rd Precinct.

Under the direction of Chief of Patrol Terence Monahan and Assistant Chief Rodney Harrison, the executive officer of the Patrol Services Bureau, neighborhood policing will continue its expansion in 2017. Chief Monahan, who was appointed Chief of Patrol in September 2016, worked closely with Police Commissioner James O’Neill in the overall design of neighborhood policing, so he is deeply invested in its success.

“Moving forward, this plan will continue to serve as a community-building tool and, perhaps more importantly, as a crime-fighting tool,” said Chief Monahan. “Ultimately, that’s what this is all about—creating well-rounded cops who contribute to a safer city.”

In February, neighborhood policing will continue its rollout to the 10th Precinct in Manhattan South, the 30th Precinct in Patrol Borough Manhattan North, the 90th Precinct in Patrol Borough Brooklyn North, and the 122nd Precinct on Staten Island. In April, the 25th Precinct in Manhattan North, the 94th Precinct in Brooklyn North, the 76th Precinct in Brooklyn South, and the 123rd Precinct in Staten Island will join the list.

“For the officers who are becoming our NCOs, we want them to see this as a career-building opportunity,” said Assistant Chief Harrison. “We want them to see this as a step in the right direction, because it is. You’re out there, learning and practicing amazing new skills; you’re out there meeting the

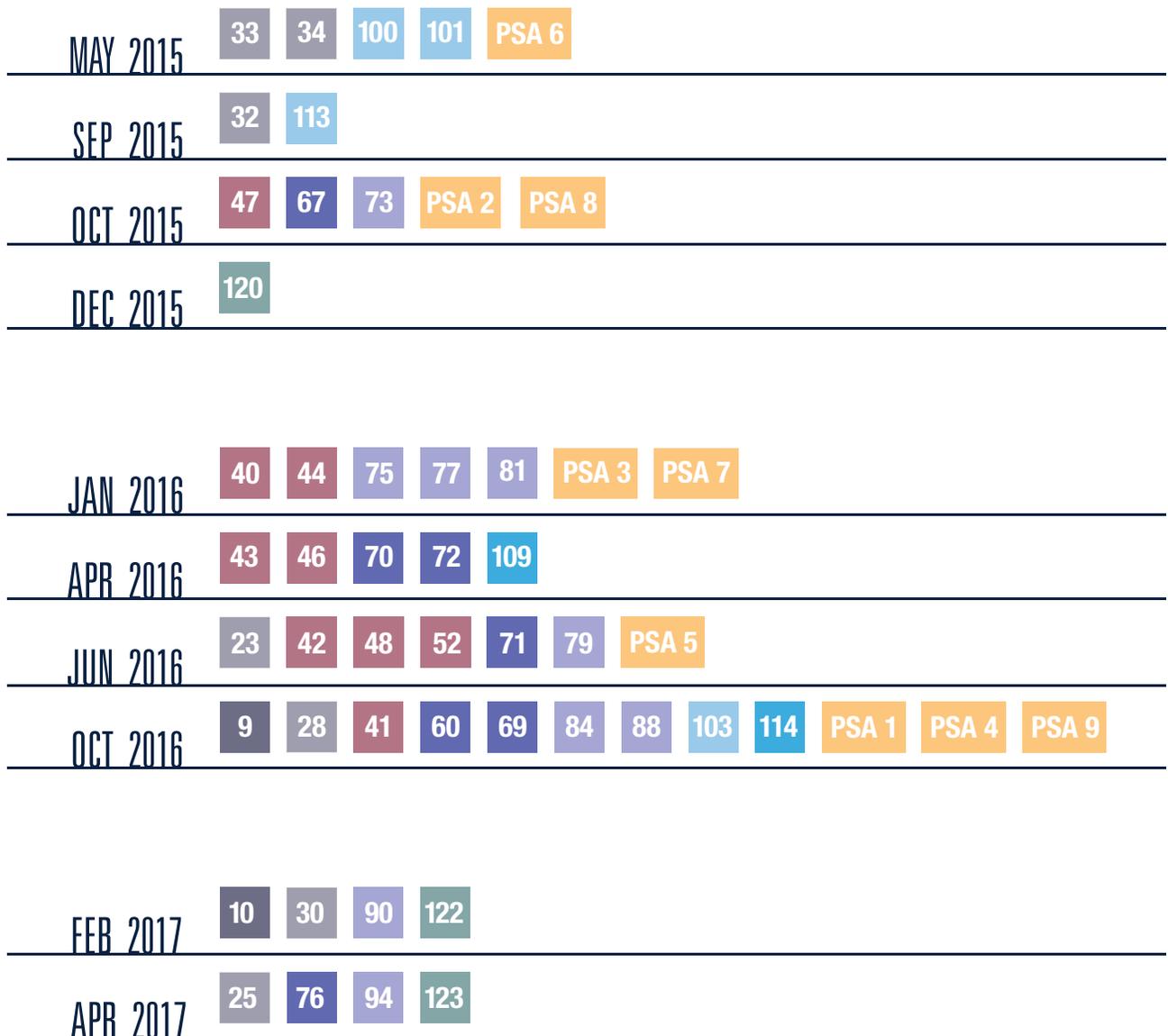
people you’re sworn to serve. One day, you’re an NCO—down the line, you’ll be better equipped to go to the Detective Squad, Vice Enforcement, or Special Victims.”

NCOs are given extensive training in a variety of areas, including the Enterprise Case Management System, the detectives’ criminal investigation course, and dispute mediation. In the coming year, their training will be augmented to include a special domestic abuse training course, plainclothes training, auto crime training, and crisis intervention training, about managing people in emotional distress.

“Moving forward, neighborhood policing will continue to serve as a community-building tool and, perhaps more importantly, as a crime-fighting tool. Ultimately, that’s what this is all about—creating well-rounded cops that contribute to a safer city.”

CHIEF OF PATROL TERENCE MONAHAN

NEIGHBORHOOD POLICING ROLLOUT





UNIFIED INVESTIGATIONS

A large scale
Patrol Borough
Manhattan North
gang takedown.

The Detective Bureau Builds a New Structure for Countering Crime

In March 2016, the NYPD made a major organizational change in the way its investigations are managed and coordinated. The department abolished the Organized Crime Control Bureau (OCCB) and merged its functions into the Detective Bureau. OCCB had been established in the early 1970s as a guard against police corruption in the wake of the Knapp Commission and the police corruption scandals of the time. The new bureau was charged with managing investigative functions that were deemed vulnerable to corruption, including narcotics, gambling, prostitution, gun trafficking, and other organized criminal activities. These functions might also be called proactive investigation functions, as distinct from investigations of reported crime, which continued

to be the primary function of the Detective Bureau. OCCB's proactive investigations focused on gathering the evidence to dismantle criminal enterprises, which were committing crimes that often went unreported.

On its own terms, OCCB was a success, largely eliminating corruption in the specialty units it managed. Over the years, however, the sense grew among the NYPD's managers that OCCB's proactive investigations were too removed from the priorities of the precincts and local detective squads who were dealing with crime on a day-to-day basis. OCCB's investigations sometimes took too long, sometimes devoted significant resources to cases that had little to do with the violence and crime in the precincts, and were often poorly coordinated with Detective Bureau detectives who

might be working on murders, shootings, robberies, and assaults related to narcotics traffickers and other organized groups.

To keep pace with an ever-changing criminal environment, the NYPD decided to rearrange its investigative infrastructure and establish clear governance over the deployment of investigative resources and the coordination of different specialty units. Today's criminals have their hands in many different types of crime: guns, drugs, robberies, credit card fraud, identity theft, human trafficking, and prostitution, among others. It was necessary to consolidate NYPD investigative units and squads to work cohesively against diversified criminal enterprises.

A GEOGRAPHICALLY BASED INVESTIGATIONS MODEL

What was needed was a geographically based investigations structure with all the investigative units in each detective borough reporting to an investigative chief for that borough. This chief would actively coordinate both investigations of reported crime and all proactive investigations in a way that would maximize the efficiency, timeliness, and, most importantly, the relevance of every investigative case to the overall mission of driving down crime. Working through the spring and summer of 2016, the Detective Bureau stood up this new architecture, which began paying dividends almost immediately.

“The OCCB structure wasn’t needed anymore as a guard against corruption, which is controlled in other ways,” said Robert Boyce, NYPD Chief of Detectives. “But it was essential that we establish a seamless framework to deploy and direct our investigative resources. Now we’ve done that, and we are seeing excellent results in the first year: a precise and targeted attack on our most serious violent crime problems and our most serious violent criminals, which we call precision policing.”

With the new unified system, each of the eight detective borough

commands has a borough investigative chief, who reports directly to Chief Boyce. Each investigative chief is responsible for the borough’s precinct detective squads, homicide squad, night watch, narcotics, vice module, and gang squad; each works closely with the patrol borough chief to coordinate the use of these resources. The borough investigative chief has the authority to deploy any and all investigative units to particular incidents, to combat emerging crime trends, or to help suppress violence in a geographical area.



Detective Davey Hernandez escorts an arrested perpetrator after a major case takedown, which resulted in the arrest of 25 individuals, and the recovery of 13 guns and 3.5 kilos of heroin.



114th Precinct NCOs, Police Officers Thomas Lewandowski, Borys Bedoya, and Monique Holly, sharing intel with Detective Anthony Vignone.

UNIFIED INVESTIGATIONS AND NEIGHBORHOOD POLICING WORK IN TANDEM

Unified investigations support and coordinate with neighborhood policing. Neighborhood coordination officers (NCOs) and sector officers who patrol the precincts are increasingly functioning as preliminary investigators and intelligence gatherers. They bring information to the precinct detective squads who, in turn, communicate with specialty squads and proactive units as necessary. Information about crime is moving fluidly across the organization.

“It’s always been a challenge in policing—sharing information gathered at the street level and getting it into the hands of investigators who can then build solid cases against gang members

“Now we have built a structure that truly facilitates the information flow. Neighborhood policing and unified investigations are starting to work hand in hand. They are two halves of the same effort that complement each other perfectly.”

**ASSISTANT CHIEF PATRICK CONRY,
EXECUTIVE OFFICER DETECTIVE BUREAU**

and other violent criminals,” said Assistant Chief Patrick Conry, the executive officer of the Detective Bureau. “Now we have built a structure that truly facilitates the information flow. Neighborhood policing and unified investigations are starting to work hand in hand. They are two halves of the same effort that complement each other perfectly. Sector officers, NCOs, squad

detectives, and proactive units are functioning much more as a team, and the result is better focused, more timely, and more successful investigations and prosecutions all across the city. The mission is clear across bureau lines—target violent criminals in the most flexible, efficient way possible using the resources that will be the most effective.”

Neighborhood policing and unified investigations intersect weekly at CompStat, the NYPD's famed accountability and crime strategy sessions. The CompStat dais, including the chief of department, the chief of crime control strategies, the chief of detectives, the chief of patrol, and the chief of citywide operations lead the discussion about how to respond to emerging crime trends and patterns. Patrol commanders, precinct detectives,

and specialty units are all represented as the team coordinates and crafts the most effective tactics and operations to suppress violence and remove violent perpetrators from the city's neighborhoods.

Cases are being closed out efficiently. From March through December 2016, the Detective Bureau has taken down more than 100 long-term cases and effected over 1,000 arrests of high-value

subjects. The cases against most of the arrestees are so strong that the arrestees are being indicted prior to arrest. In the cases that have gone to trial, many subjects received lengthy sentences for their violent acts. The takedowns since March include the largest such operation in New York City history, in which 120 subjects affiliated with two separate gangs were arrested in the 47th and 49th Precincts in the Bronx.

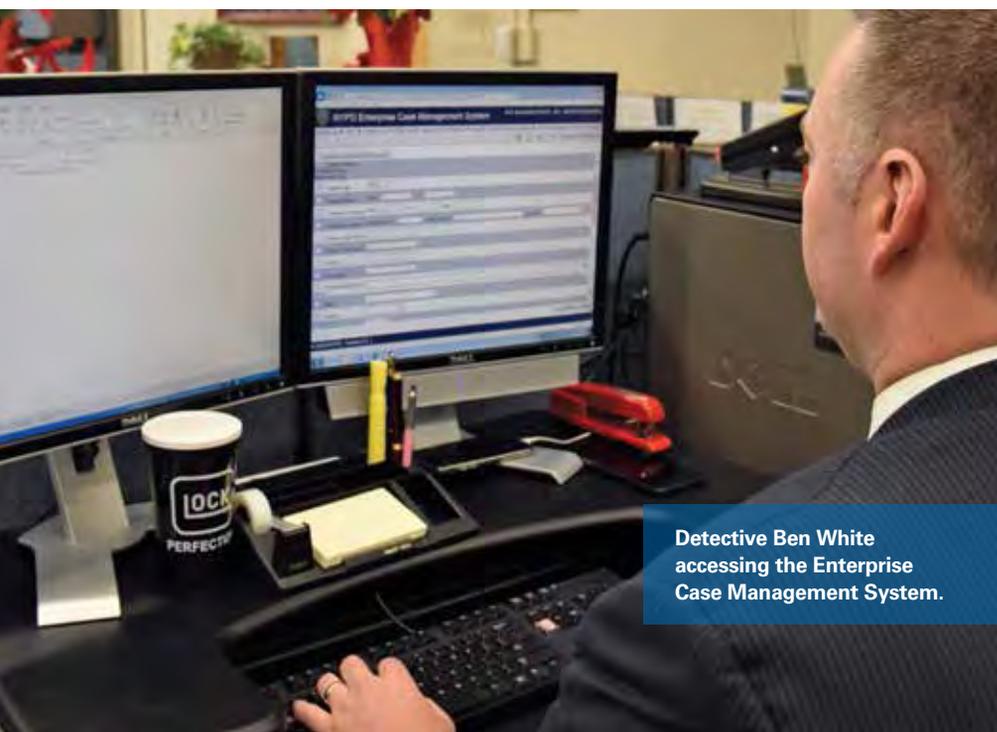
THE ENTERPRISE CASE MANAGEMENT SYSTEM

To facilitate the sharing of information among Detective Bureau commands, the Bureau has expanded its Enterprise Case Management System (ECMS). ECMS is a digital resource that allows the fluid exchange of information, enabling collaboration and coordination among a wide range of units like narcotics, vice enforcement, gang

enforcement, homicide units, forensic investigations, financial crimes, cold cases, precinct detective squads, and sex crimes. The enhanced ECMS system provides one centralized database, a well of information from which all investigators can draw. It allows for improved information sharing, the merging of companion cases, and the coordination of each individual

investigator's data needs across the multiple units working under the Detective Bureau umbrella.

"The ECMS allows the agency to have a single unified management system for all investigations," said Lieutenant John Schneider from the Central Investigations Division, who developed the program in 2006 and has managed its evolution to this day. "Users can determine if a person was a victim, subject, or witness in a prior or an ongoing investigation. All forensic information and the results of tests are entered into the system and available for review. This guarantees that evidence presented to prosecutors, and subsequently to defense attorneys, is complete and accurate, and includes a wide array of findings that prove or disprove a person's guilt or innocence."



Detective Ben White
accessing the Enterprise
Case Management System.

A FOCUS ON GUNS

The Detective Bureau established the Gun Violence Suppression Division in January 2016. As the unified investigations model does on a larger scale, the Gun Violence Suppression Division brings together a variety of units, some of which were formerly part of OCCB, to focus on gun violence. The new division assigns nearly 200 NYPD personnel to all aspects of gun crime, from gun possession cases, to firearms trafficking, to the targeted takedowns of violent groups using guns on the streets of New York

City. This includes a particular focus on the city's 17 most violent precincts, where 66 percent of gun offenders reside.

Officers scour prisoner debriefings, social media posts, and databases for intel on the sale, possession, and use of guns across New York City. They draw evidence from cell phone traces, forensic samples that tie suspects to guns used in shootings, electronic surveillance, and social networking sites like Facebook, where young criminals often brag

online about their exploits. They are bringing in solid cases ending with significant jail time for the targeted offenders.

"These are very targeted investigations of very violent people," said Assistant Chief James Essig, who commands the division. "A small number of individuals are causing most of the violence in our neighborhoods. We're not casting out a net and getting 40 kids," he said. "We're focusing on the worst offenders—the worst of the worst."

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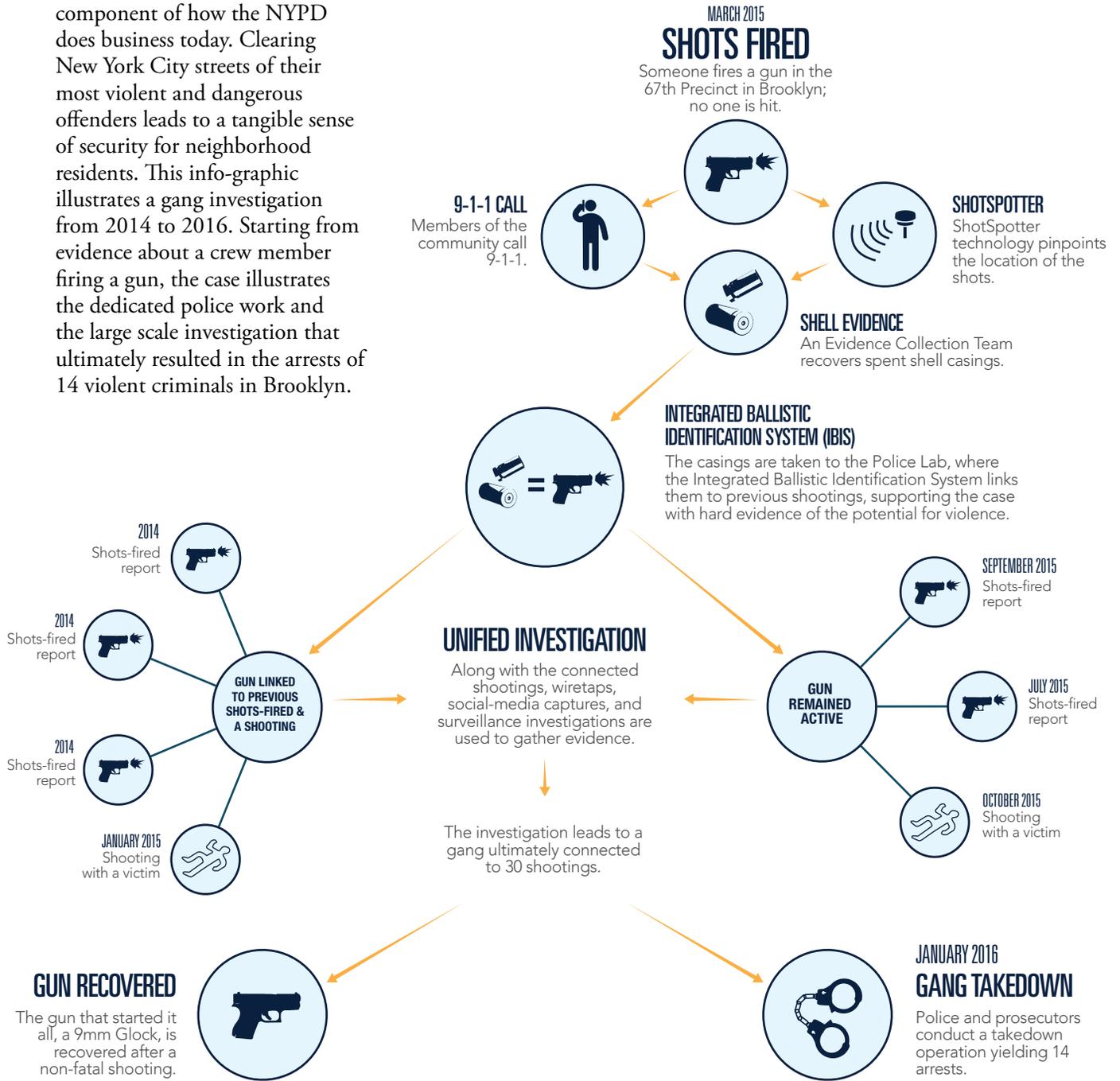
**ASSISTANT CHIEF JAMES ESSIG,
COMMANDING OFFICER OF THE GUN VIOLENCE SUPPRESSION DIVISION**



A press conference highlighting a whopping 2,000 guns removed from New York City streets by the tireless work of dedicated NYPD officers.

STORY OF A GANG TAKEDOWN!

Gang takedowns are a significant component of how the NYPD does business today. Clearing New York City streets of their most violent and dangerous offenders leads to a tangible sense of security for neighborhood residents. This info-graphic illustrates a gang investigation from 2014 to 2016. Starting from evidence about a crew member firing a gun, the case illustrates the dedicated police work and the large scale investigation that ultimately resulted in the arrests of 14 violent criminals in Brooklyn.



DIFFERENT PATHS TO ONE GOAL: REDUCE GUN VIOLENCE

The Gun Violence Suppression Division is bringing a renewed focus to simple gun possession cases, which sometimes were sidetracked in the court system in the past. The gun arrests alone have little impact unless they are followed by successful prosecutions and jail time, which serve as deterrents. To ensure that gun cases are going forward, the division is assigning a detective full-time to every gun possession case in the city, from arrest to prosecution, to provide prosecutors with the evidence they need to win in court. So far, these case enhancements have resulted in an increasing number of gun possession cases that go to court and result in jail time for offenders.

The division also seeks to stanch the flow of illegal guns smuggled into the city. Its Firearms Investigation Unit investigates local and interstate firearms traffickers. When firearms costing \$300 in some of the source states can fetch \$800 or more on the New York City black market, there is a powerful incentive for interstate gun trafficking. The Firearms Investigation Unit works closely with the attorney general's office, the FBI, and the Federal Bureau of Alcohol, Tobacco, and Firearms to share, coordinate, and develop intelligence and investigative leads to better identify illegal gun trafficking networks. For example, after a lengthy investigation, the unit cracked the infamous Delta Air Lines gun smuggling case, in which a criminal operation smuggled more than 150 illegal firearms into New York City on commercial flights from Georgia,

with the intent to sell the weapons on the streets of Brooklyn.

At the same time, task forces organized by the Gun Violence Suppression Division are going after the people who use guns, in most instances, young gang members enmeshed in a violent, retaliatory culture that is responsible for a significant percentage of shootings in the city. The task forces combine experienced gang, gun, and narcotics detectives with local precinct detectives and anti-crime officers who know the turf and the players. The combination of talents is bringing in better cases faster. For example, building a case through prison phone records, video canvasses, and social media, a task force team arrested 33 members of two separate gangs implicated in violent activities in the 52nd Precinct in the Bronx.



“Crime, and particularly violent crime, will continue to decline because of these investigators and the new organizational structure that enables collaboration and success. We had a great year against violence in 2016. I believe that we will have another in 2017.”

CHIEF OF DETECTIVES ROBERT BOYCE



Chief of Citywide Operations Thomas Purtell, Deputy Chief Kevin Catalina, recently retired Captain Brian Sayre, and Lieutenant Stephen Phelan address the troops before a large scale gang takedown that apprehended 103 perpetrators for conspiracy to commit murder.

The case led to their prosecution for conspiracy to commit murder and attempted murder.

With the Detective Bureau's unified investigations model in place and the Gun Violence Suppression Division entering its second year, shooting incidents have plummeted from already low levels. New York City experienced more than 5,200 shootings back in 1993, the first year for which shootings were tracked separately from other felony assaults. In 2016, the city recorded the lowest number of shootings on record, at 998 shootings, which

is 140 incidents and 12.3 percent below the total in 2015. The percentage of shootings attributable to gang violence fell to 34 percent in 2016 from 41 percent in the previous year.

"The pieces are in place," said Chief of Detectives Boyce. "We have assembled in the Detective Bureau an amazing amount of investigative experience and a great group of talented detectives, including those who have come over from OCCB. These are focused and diligent professionals, who are passionate in the pursuit

of justice and public safety. Crime, and particularly violent crime, will continue to decline because of these investigators and the new organizational structure that enables collaboration and success. We had a great year against violence in 2016. I believe that we will have another in 2017."



One of the NYPD's new tablets.

TECHNOLOGY

The NYPD Continues to Lead in Tech Integration

In its ongoing efforts to protect the people of New York City, the NYPD is continuously integrating leading edge technology into police operations. The department is known the world over for revolutionizing policing with the institution of CompStat, its weekly crime-fighting and accountability sessions, which are fueled by continually evolving electronic mapping and data-display technology.

Working with Microsoft in response to the attacks of September 11th, the NYPD also developed the Domain Awareness System (DAS) which pools streams of data from live closed-circuit television feeds, 9-1-1 calls, license plate readers, environmental sensors, mapped crime patterns, and other sources. A formidable deterrent to terrorist acts, DAS is one of the world's premier systems for monitoring and protecting a dense urban environment.

In the past three years, the NYPD Information Technology Bureau (ITB) has been rebuilding the department's technology networks, including a new phone system, a new radio system, and a fiber optic network connecting all NYPD facilities. In effect, NYPD is becoming its own telco carrier, the third largest such network in the city and the only one not owned by a telephone company.

In 2016, ITB put the finishing touches on a new datacenter in Brooklyn and brought the new Public Safety Answering Center (PSAC 2) online in the Bronx, providing a second primary call answering center and full redundancy in event that either center is disabled. ITB also expanded the NYPD's cloud utilization, ensuring greater geographical diversity for NYPD data storage. In the interest of opening NYPD data to the public, ITB developed CompStat 2.0, a public version of the CompStat

crime report, with information about crime and enforcement activity in every precinct. Also online for the first time are the NYPD's vehicle accident reports, which used to be available only at precinct facilities.

"We are building out a reliable, secure, high-bandwidth, redundant tech infrastructure, and we are developing an extensive suite of applications to go with that infrastructure," said Deputy Commissioner Jessica Tisch, who manages the NYPD Information Technology Bureau. "Whether it's crime-fighting and communication technologies and software or just the kind of management applications and tools needed to run a large police organization, we are building it here."

SMART PHONES AND NEIGHBORHOOD POLICING

Perhaps most notable of all, ITB has decentralized police communications by equipping all 35,000 officers with smartphones and 2,500 patrol vehicles with tablets. These instruments not only provide officers with direct lines of contact—by phone or email—to the communities they serve, but also allow them access to a variety of highly useful data tools while in the field and on-the-go.

With their department phones, officers can now access real-time 9-1-1 data, including history of previous emergency calls made from the same location and any wanted individuals associated with the address. Often, they are receiving the 9-1-1 jobs faster on the phones than the jobs can be dispatched by radio. Officers also have full access to the NYPD Crime Information Center, where they can check warrants, search for information about wanted or missing persons, and view all Crime Stoppers information, only a click away. Using a phone application called Translator, officers can translate 50 of New York City's most prevalent foreign languages, whether spoken or written. The city is a vast melting pot, and Translator provides a much needed tool to officers working in some of the most diverse neighborhoods in the nation.

The phones support neighborhood policing by making officers more accessible to the public, and also by enabling more effective communication and collaboration among the cops themselves. Under neighborhood

911

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

CRIME INFORMATION CENTER

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

MESSAGING

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



SEARCH

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

FORMS

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

TRANSLATOR

Translate 50 of New York City's most prevalent foreign languages, whether spoken or written.

policing, at least 12 officers share responsibility for each sector within a precinct: five two-officer teams working each of the three daily shifts with coverage for days off, and two neighborhood coordinating officers. In the past, officers tended to focus only on their own shifts and could not readily communicate with officers on other shifts, especially since most officers did not have email addresses or phones. Now

these officers, who all have vested interest in their shared sectors, can be in continual contact. Their work as a crime fighting and problem-solving team is greatly facilitated by regular email and phone communication among all 12 team members.

SHOTSPOTTER CHANGES THE LANDSCAPE FOR VIOLENT GUN OFFENDERS

A recent crime-fighting initiative is the implementation of ShotSpotter, a technology that detects and identifies the locations of gunshots. The NYPD launched a pilot program in 2015, deploying ShotSpotter in several precincts in the Bronx and Brooklyn that were experiencing high levels of violence and gun crime.

The technology identifies and analyzes the sound of gunshots using tiny, strategically-placed sensors that immediately

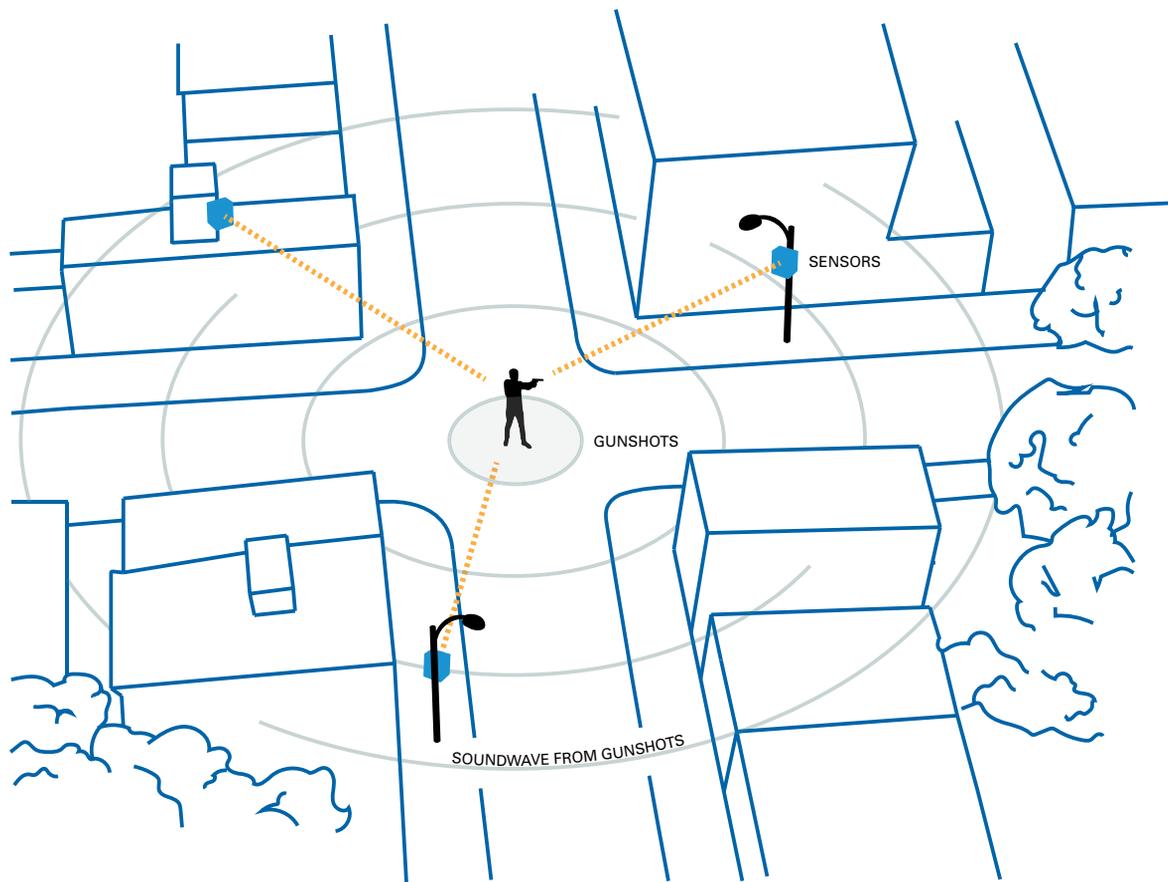
triangulate the location of the shots and send data and audio to ITB's Domain Awareness System (DAS). The Chief of Department's Operations Unit dispatches ShotSpotter alerts to patrol units in the field.

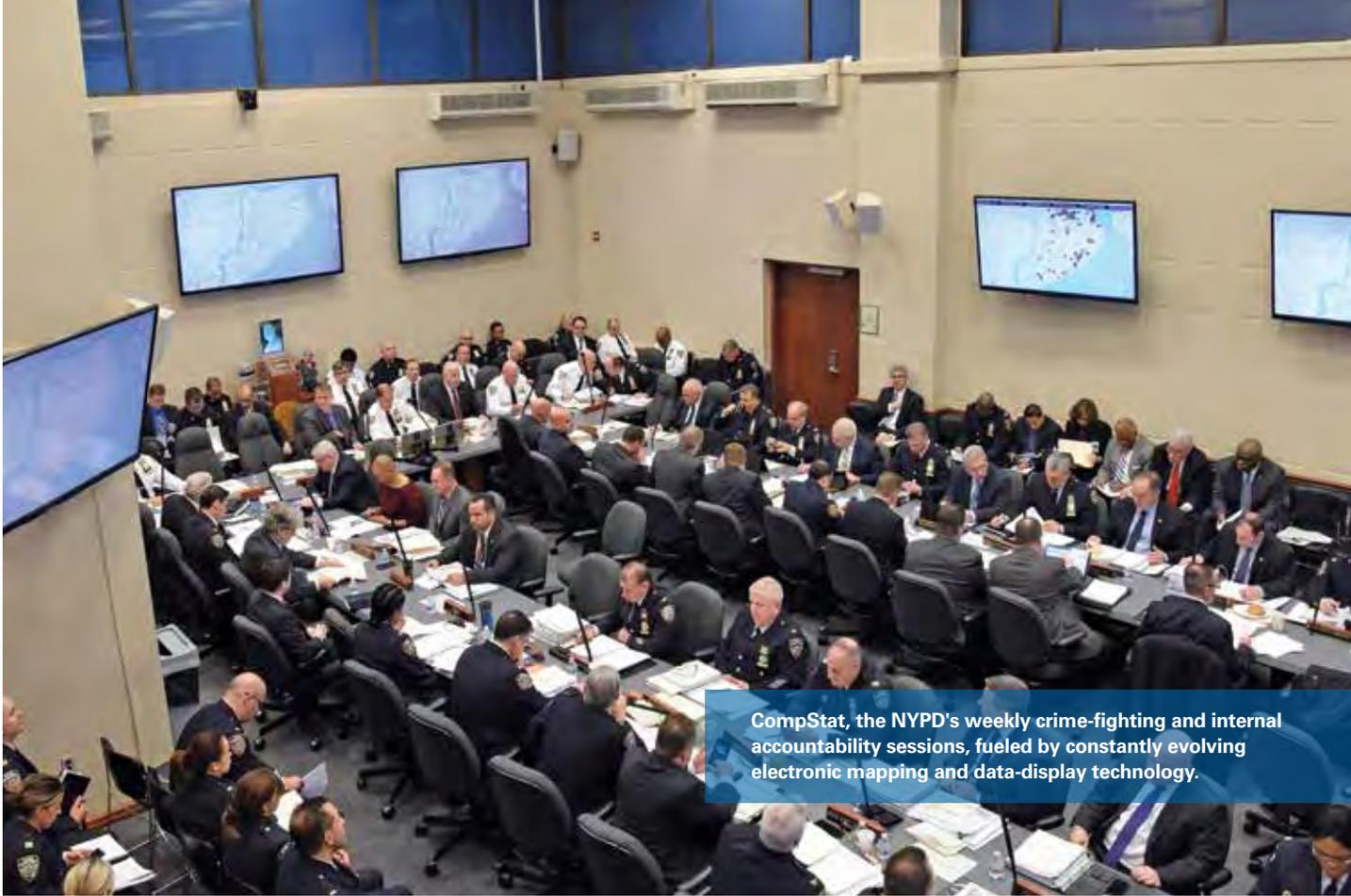
ShotSpotter technology is built in three-square-mile increments, with each square mile containing about 60 sensors. Each sensor functions, essentially, as a computer, using microphones that ignore ambient noise, and time stamp loud,

explosive noises down to the millisecond. The sensors contain GPS chips that provide precise information regarding the locations of possible gunshots.

ShotSpotter Technology, Inc. provides a monitoring review service—24 hours a day, seven days a week—to which all possible gunshot recordings are sent and where they are reviewed by trained audio experts, capable, in some cases, of determining the number of shooters and types of firearms. These

Shotspotter Technology





CompStat, the NYPD's weekly crime-fighting and internal accountability sessions, fueled by constantly evolving electronic mapping and data-display technology.

“Whether it’s crime-fighting and communication technologies and software or just the kind of management applications and tools needed to run a large police organization, we are building it here.”

**JESSICA TISCH, DEPUTY COMMISSIONER
OF INFORMATION TECHNOLOGY**

experts relay all vital information back to the department and to officers on patrol.

Between 75 and 80 percent of shots-fired incidents in New York City go unreported, so ShotSpotter is adding another critical component to the ongoing effort to control gun crime. Shots fired are often indicators that shootings, and possibly homicides, will follow in the same general locations. ShotSpotter alerts allow officers to move swiftly to the scenes of shots

fired to suppress further violence, to gather ballistic evidence, to locate relevant surveillance video, and to canvass the neighborhood for people who may have seen or heard something. Any of this evidence might prove decisive when investigators are trying to build a case against gang members or other violent criminals in the area.

The department’s deployment of the ShotSpotter technology is currently entering its third phase, and will soon cover 60

square miles of the New York City neighborhoods with ShotSpotter sensors. The neighborhoods covered, within each of the five geographical boroughs, are some of those most affected by gun violence, based on analysis of shooting and 9-1-1 data.



COUNTERTERRORISM

Police Officers Sidique Marshall and Gerald Jeanbaptiste, members of the Counterterrorism Bureau's Critical Response Command.

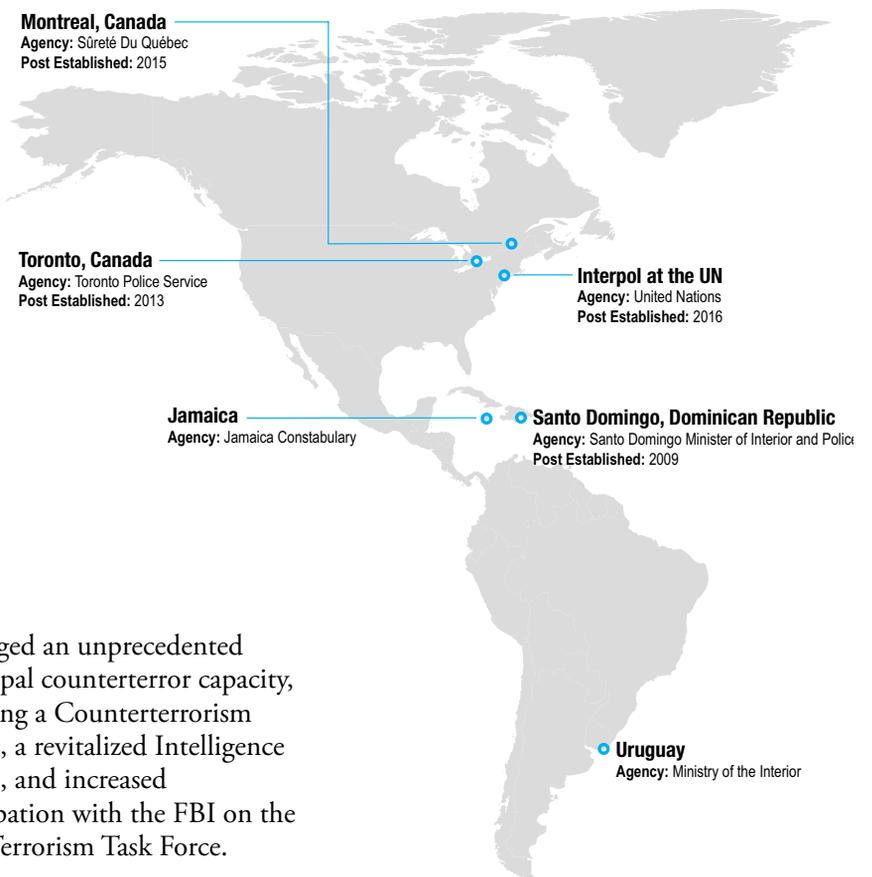
The NYPD's World-Class Counterterror Capabilities

On September 17, 2016, New Yorkers were forcefully reminded of the ever-looming threat of a terror attack when a makeshift bomb, planted by a lone wolf, exploded in the Chelsea section of Manhattan and another unexploded device was found just blocks away. Police Commissioner James O'Neill and the NYPD, with the aid of federal, state, and local partners, led a collaborative response that secured the Chelsea neighborhood and apprehended the suspect within 40 hours.

This unsuccessful attempt stirred memories for most New Yorkers, occurring as it did just a week after the 15th anniversary of terrorist attacks on the World Trade Center on September 11, 2001. When that attack occurred, the NYPD pledged to do everything in its power to ensure that the city would never experience such an attack again. In the years since, the department

has forged an unprecedented municipal counterterror capacity, including a Counterterrorism Bureau, a revitalized Intelligence Bureau, and increased participation with the FBI on the Joint-Terrorism Task Force.

Internationally Stationed NYPD Officers



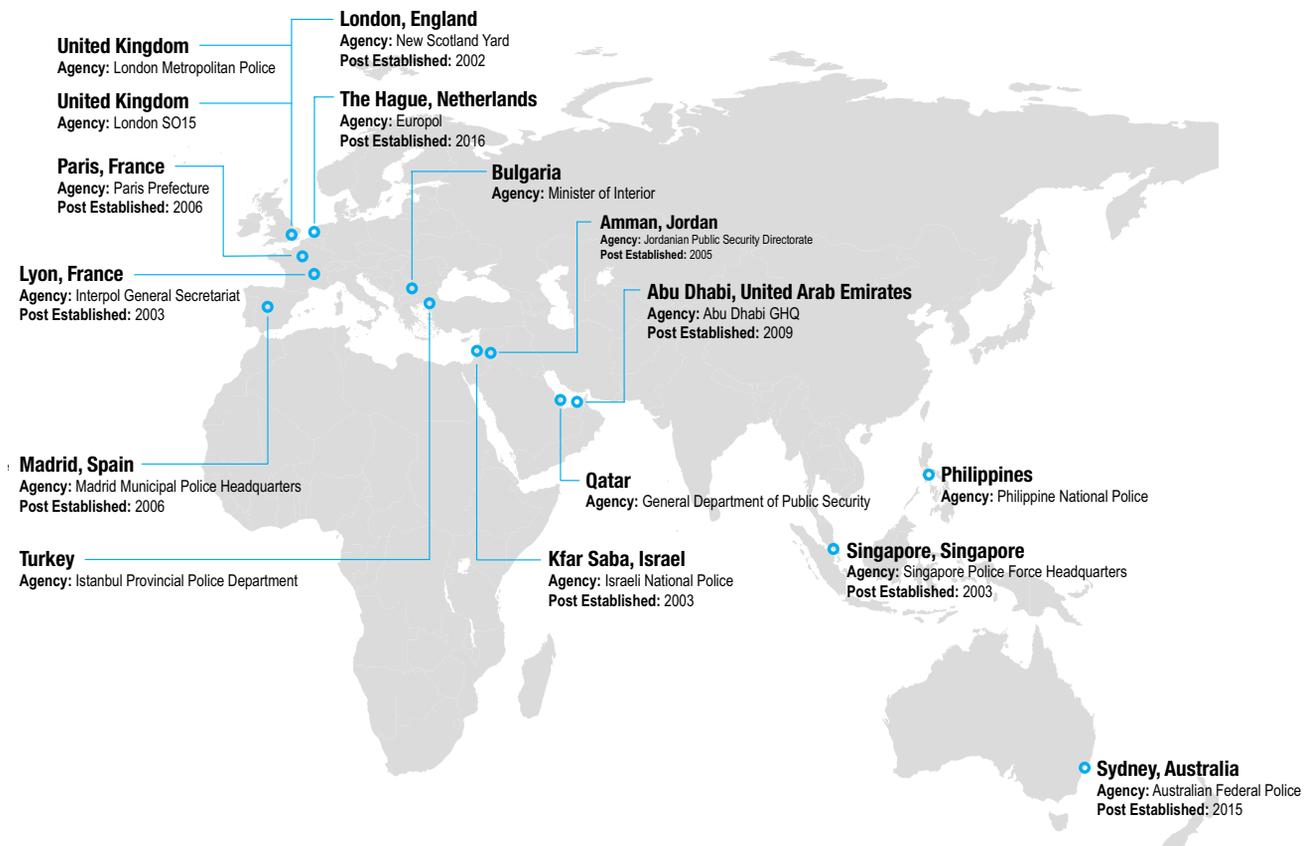
OVERSEAS OFFICERS PROVIDE ON-THE-SCENE INTELLIGENCE

With the help of the Police Foundation, the NYPD Intelligence Bureau has stationed officers overseas in 20 different locations, including London, Paris, Tel Aviv, and Abu Dhabi, to work closely with local law enforcement, gather detailed intelligence, and help shape counterterrorism strategies here at home. The international threat picture has changed, from Al Qaeda’s model of massively destructive attacks directly controlled from afar to the ISIS model of inspired, enabled, or directed attacks of lesser

intensity, but greater frequency. Our overseas officers have been immensely valuable in assessing this new challenge. After attacks in locations like Mumbai, Paris, and Brussels, they have evaluated the terrorists’ methods and how they might apply to New York City. Additionally, the NYPD has studied the domestic attacks in San Bernardino and Orlando.

One conclusion drawn from the department’s ongoing research was the need for a swifter and more potent response capability in the event of an attack.

“The international attacks have had some alarming characteristics, including the clear intention to kill as many people as possible and a willingness to engage responding police officers with heavy weapons and military-style tactics,” said John Miller, the Deputy Commissioner of Intelligence and Counterterrorism. “The prudent course was to develop a response capability in our city that could meet such attacks swiftly and with overwhelming force. We can now bring hundreds of well-trained, well-armed officers to scenes anywhere in the city to neutralize the threat and minimize the damage.”





A pair of Strategic Response Group officers, training for any and all possibilities.

THREE LAYERS OF RESPONSE

The tip of the response spear has always been the 450 officers of the Emergency Service Unit (ESU); the most highly trained police officers in the world, prepared for any and all scenarios. These elite officers must have at least five years on the job before applying to the team, and, upon acceptance, are trained rigorously for eight months—which is longer than the initial Police Academy training.

Now, the NYPD's counterterror response has been greatly expanded by the Critical Response Command (CRC) in the Counterterrorism Bureau, a team of 520 dedicated counterterrorism officers at-the-ready, with a full range of counterterror skills and training. CRC officers are

hand-selected and trained in counterterrorism tactics, such as active-shooter protocols, special weapons and long guns, explosive trace detection, radiological and nuclear awareness, biological and chemical threat consciousness, and the skills to detect an impending attack by reading the faces and body language of potential attackers. They provide a visible presence at iconic structures and other high-profile locations and events throughout the city, serving as an active deterrent at likely terrorist targets and a ready resource should an attack occur.

The counterterrorism response is further bolstered by the Strategic Response Group (SRG), a new

citywide command comprising 725 officers, trained in disorder-control and active-shooter situations. SRG commands are strategically placed in each of the five geographic boroughs, making any mobilization a quick and efficient operation. SRG's primary missions are disorder control and crime suppression in the precincts, but its teams are always available to provide another layer of counterterror response in the event of an attack.

THE BOMB SQUAD AND THE CHELSEA BOMBING

The NYPD also boasts officers who literally run into explosive situations. The Counterterrorism Bureau's Bomb Squad disabled the improvised explosive device found in Times Square in 2010 and dealt courageously with the second device found after the 2016 explosion in Chelsea. The squad has more than three-dozen expert members; 16 explosive-detection canines; Andros 6A, 6B, and Wolverine robots; and three total-containment vessels to transport dangerous explosives.

"In the immediate aftermath of the Chelsea bombing, Counterterrorism Bureau personnel effectively responded to the blast site through

Critical Response Command deployments, secondary-device sweeps conducted by the Bomb Squad, and coordinated efforts with our partner agencies at the Joint-Terrorism Task Force," said James Waters, Chief of the Counterterrorism Bureau. "Additional casualties were likely avoided when Bomb Squad personnel transported a second unexploded device in a total containment vessel to the police range at Rodman's Neck, where the pressure-cooker IED was rendered safe. Six days after the 15th anniversary of the 9/11 attacks, I was filled with a sense of resolve and confidence from the knowledge that no other organization in the world is better

equipped to respond to the ever-evolving threat of terrorism."

In the event of any attack, highly trained, well-equipped units—ESU, CRC, SRG, and the Bomb Squad—will be swiftly deployed. Yet, the first on scene at almost any cataclysmic event, will likely be a pair of police officers on patrol, another critical part of the NYPD's counterterror capability; and those officers will undoubtedly, and unwaveringly, rush in to do what they do best: protect the people of this city.

"Six days after the 15th anniversary of the 9/11 attacks, I was filled with a sense of resolve and confidence from the knowledge that no other organization in the world is better-equipped to respond to the ever-evolving threat of terrorism."

JAMES WATERS, CHIEF OF THE COUNTERTERRORISM BUREAU



The Bomb Squad's Andros 6A robot, an officer-operated bomb retrieval tool.



COMMUNITY CONNECTION

Dominique Magnan, a Crime Victim Advocate from the 28th Precinct, helps a victim navigate the criminal justice process.

The NYPD Brings Assistance to Victims of Crime

In the past three years, the NYPD has vastly increased the scope and range of its outreach to, and its interaction with, the communities it serves. Neighborhood policing is embedding this kind of community connection in patrol operations, and other entities in the department have worked in other ways to connect with, and better serve, the neighborhoods of New York City, the faith community, the city's youth, crime victims, and those dealing with mental illness and drug addiction.

The Community Affairs Bureau, commanded by Chief Joanne Jaffe, is the department's traditional liaison to communities. In 2016, it continued its school and other youth programs, including the Police Athletic League, which served some 40,000 kids, and the Law Enforcement Explorer program, a scouting-style introduction to police work with more than

4,200 young people participating. The Community Affairs Bureau's Crime Prevention Division made an intensive effort in 2016 to alert and educate seniors about current telephone scams, in which scammers purport to be the IRS or legitimate collection agencies. Community Affairs worked in Muslim communities to build trust and communication with New York City residents who have been fearful and distrustful of the police in recent years. In cooperation with U.S. Marine Corps members, Community Affairs distributed 35,000 toys to inner-city youth in 2016.

Collaborative Policing, a new office at the NYPD, directed by Deputy Commissioner Susan Herman, has worked with the Department of Health and Mental Hygiene (DOHMH) in developing the concept of co-response cars in which DOHMH clinicians accompany police officers to calls involving mentally

ill persons who have shown a propensity for violence, with the goal of bringing interactions with mentally ill subjects to the best possible outcomes. Collaborative Policing has overseen the NYC Ceasefire program in Brooklyn, which is currently expanding to the Bronx, intervening in the cycle of retaliatory violence among young gang members. It has also arranged for the training of 230 NYPD Special Victims Division detectives in Forensic Experiential Trauma Interview (FETI) techniques to enhance their skill in serving victims of rape and other sex crimes.

The Police Commissioner's Counsel, Edna Wells Handy, has led other outreach efforts, including multiple sessions in which Commissioner O'Neill, and Commissioner Bratton before him, have met with representatives from a wide range of New York City communities and groups. Counsel Handy has

developed the House of Worship Security initiative that is working with congregations across the city to prepare security reviews for hundreds of churches, synagogues and mosques. In the context of the increasing number of targeted gang arrests by the Detective

Bureau, Counsel Handy has helped to organize post-takedown meetings with community members in the neighborhoods subject to the Detective Bureau operations to address community concerns and explain the reasons for the operation and

strength of evidence against the arrested parties. In most cases, the attendees at these meetings endorse the arrest and removal of dangerous people from their neighborhoods.

“We will be reaching out to people who don’t necessarily identify as victims of crime, but who have experienced violence or been victimized in other ways, including young men of color who may not see themselves as someone who would usually go to a victim services agency.”

SUSAN HERMAN, DEPUTY COMMISSIONER
OF COLLABORATIVE POLICING

SERVICES FOR VICTIMS OF CRIME

One of the more far reaching of the NYPD’s current community efforts is the Crime Victim Assistance Program (CVAP). This is a groundbreaking initiative, developed by the NYPD’s Office of Collaborative Policing, financed by the department, and staffed by Safe Horizon, a non-profit and New York City’s largest and most comprehensive victim services provider. Over the next several years, the program will place two victim advocates in every precinct, a domestic violence victim advocate and a general crime victim advocate. The program builds on a domestic violence

program that has operated in a handful of precincts and in all the Housing Bureau police service areas since the mid-1980s. But for the first time, under the new program, the NYPD will be providing advocates to victims of any kind of crime, in every precinct, citywide.

“Our outreach is going to include people who haven’t always felt that they were candidates for services,” said Susan Herman, Deputy Commissioner of Collaborative Policing, whose office oversaw the development of the program. “We will be reaching out to people

who don’t necessarily identify as victims of crime, but who have experienced violence or been victimized in other ways, including young men of color who may not see themselves as someone who would usually go to a victim services agency.”



Police Commissioner James O'Neill, First Lady Chirlane McCray, and Deputy Commissioner of Collaborative Policing Susan Herman meet with Safe Horizon CEO Ariel Zwang, Associate Vice President Maureen Curtis, and Lakier Morris.

CRIME VICTIMS AND TRAUMA

Crime can leave its victims confused, angry, and feeling isolated. These victims frequently are unaware of the services and resources available. In many cases, participating in the criminal justice system, by identifying perpetrators or giving evidence, is the furthest thing from their minds after they have been victimized. The Crime Victims Assistance Program works to ease victims' stress, providing crisis intervention, referrals to community-based service programs, and advocacy to support victims' interactions with the police and other components of the criminal justice system. The sooner the NYPD works

“Our goal at Safe Horizon is to help victims in their time of greatest need, delivering services that are client-centered and trauma-informed. Victims of crime will have immediate access to advocates who provide support, advocacy, information, and links to other services, promoting victims’ safety and healing.”

ARIEL ZWANG, CHIEF EXECUTIVE OFFICER OF SAFE HORIZON

to address a victim’s needs and concerns, the sooner the victim can feel safe again, recover from trauma, regain a sense of control, and ultimately, participate in the criminal justice process.

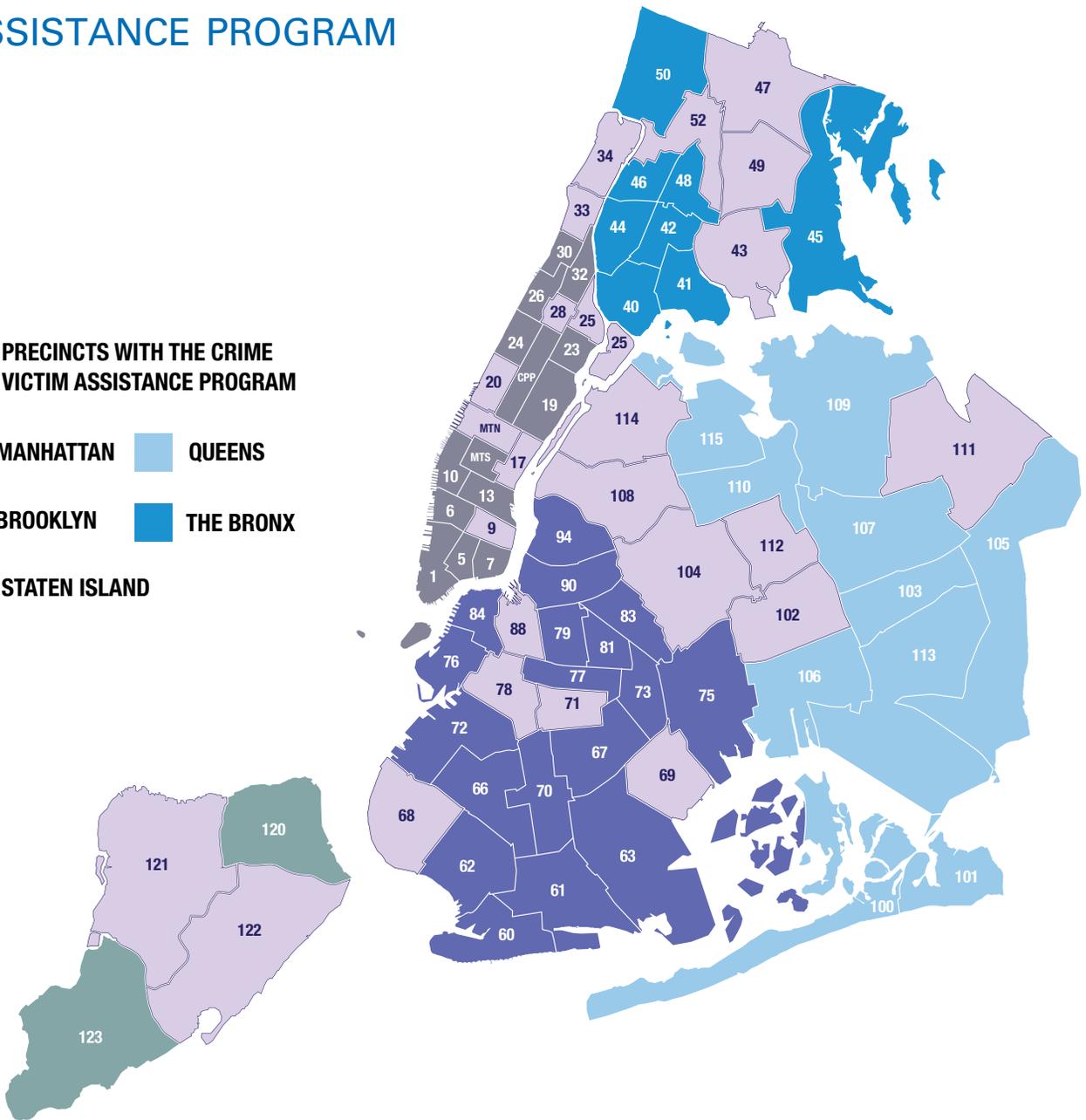
“Victims of crime can be deeply traumatized by their experiences,” said Ariel Zwang, chief executive officer of Safe Horizon. “Our goal at Safe Horizon is to help victims in their time of greatest need,

delivering services that are client-centered and trauma-informed. Victims of crime will have immediate access to advocates who provide support, advocacy, information, and links to other services, promoting victims’ safety and healing.”

The Crime Victim Assistance Program is currently up and running in 25 precincts in all five of the geographic boroughs.

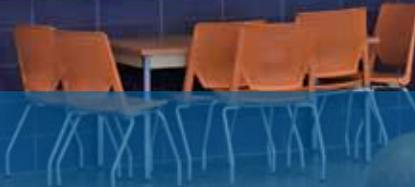
CRIME VICTIM ASSISTANCE PROGRAM

- PRECINCTS WITH THE CRIME VICTIM ASSISTANCE PROGRAM
- MANHATTAN
- QUEENS
- BROOKLYN
- THE BRONX
- STATEN ISLAND



Advocates sort through crime complaints each morning and reach out to victims through the mail and phone calls. They address police roll calls to better inform officers about the services available and how to connect with them. Advocates adapt services to each victim's unique needs,

whether counseling for trauma, providing advice about navigating the legal processes of the criminal justice system, or aiding in the application for financial compensation. By 2018, victim advocates will be present in every precinct citywide.



TRAINING

Lieutenant Mark Turner, an integral player in CIT, addresses the classroom.

New NYPD Training on Reaching and Helping People in Crisis

Training in the NYPD has been reorganized and revitalized in the past three years. The Police Academy curriculum for recruits, delivered in a new state-of-the-art facility in College Point, Queens, now places less emphasis on rote classroom learning and more on scenario-based training that simulates actual conditions on the street. After leaving the Police Academy, recruits now go through six months of field training with experienced officers who mentor them in the fine points of police work in neighborhoods. Veteran officers are now given recurring training, not only in firearms, but in tactical and communication skills

to manage street encounters effectively, as well as de-escalate conflicts and gain voluntary compliance from suspects. All of these new types of training are designed to support neighborhood policing, giving officers the skills and perspective they need to play expanded roles as sector cops and neighborhood coordination officers.

Also to support neighborhood policing, the department has seen the largest increase in patrol strength since 2001, and the Training Bureau trained nearly 2,800 recruits in 2016. There was also specialized training for 12,000 recruit and in-service trainees in the use of newly distributed belt-worn trauma

kits, which equip officers with tourniquets to render aid to bleeding people until medical personnel arrive. As the Strategic Response Group and the Critical Response Command were added to NYPD's counterterrorism capabilities, more than 1,300 personnel from these units have been trained on the M4 rifle, preparing them to contend with terror or active shooter threats.

CRISIS INTERVENTION TRAINING

The NYPD fields well over 100,000 calls regarding emotionally disturbed individuals each year, so it is critical that its officers are equipped to contend with these situations and bring them to successful and safe conclusions. In one of the department's most important recent training initiatives, Crisis Intervention Training (CIT) is now being provided in a four-day class that teaches active listening skills. Officers learn how to demonstrate empathy and build rapport with subjects, slowing down situations and de-escalating the subject's negative emotions.

Officers who have received this training generally display greater confidence in these situations, are better at recognizing mental illness, and engage in fewer uses of force when dealing with subjects in mental distress.

"CIT policing exposes police officers to the insights of mental health specialists with the goal of reducing the risk of injury to both mentally ill persons and the officers, while diverting such troubled people to mental health treatment instead of jail, whenever appropriate," said Deputy Commissioner of Training Tracie Keesee, Ph.D.

CIT was developed by NYPD experts in collaboration with mental health professionals and researchers from local universities, as well as other mental health community members. The training is lecture-based, and supported by interactive scenarios and role-play situations. The course is not intended to transform officers into clinicians or social workers, but to impart a better understanding of mental illnesses to help officers assist a person in crisis and gain voluntary compliance.

Negotiation Stairway Model





Hadley Fitzgerald, a social worker from the Department of Health and Mental Hygiene, demonstrates crisis intervention techniques for Police Officers Makiba Brathwaite and Shanturah Brathwaite, with the help of an actor from John Jay College posing as an emotionally disturbed person.

SCENARIO-BASED TRAINING

CIT employs professional actors to put officers to the test. They portray emotionally disturbed people, and people under the influence of chemical substances, in different stages of crisis. The actors challenge officers with various scenarios, threatening harm to themselves, the officers, or others, simulating the possible life-and-death consequences of this kind of stand off. The officers' responses are judged at class sessions by a clinical psychologist and the course's other instructors.

The instruction shows officers how to develop a sense of connection with emotionally or mentally troubled people in the throes of crisis. Officers connect to their subjects as fellow human beings—mothers, veterans, people who have struggled with loss. The training is about de-escalating tense situations and finding common ground. It marks a landmark shift in how the NYPD works with people suffering from untreated mental health conditions.

“CIT can be thought of as a method of providing specialized police response; getting skilled officers to scenes where their specialized knowledge and training can be leveraged to increase the chances of a peaceful and voluntary resolution,” said Inspector Gregory Sheehan, commanding officer of the Training Bureau's Specialized Training Section.

POLICE TRAINEES ENDORSE THE COURSE

Patrol officers who have attended the CIT have been overwhelmingly positive about it. Ninety-nine percent of the officers who took the course would recommend it to fellow patrol officers.

“This course was, by far, one of the best trainings that I have received on the job,” said one officer. “I have always considered myself to be good at dealing with emotionally disturbed people, and didn’t expect to really get a lot out of this course, but I was wrong. I learned so much more and took so much from this course.”

Another added, “I will be going back to my precinct and telling everyone to take this course. It is very informative and shows the many ways to handle encounters with people in crisis.”

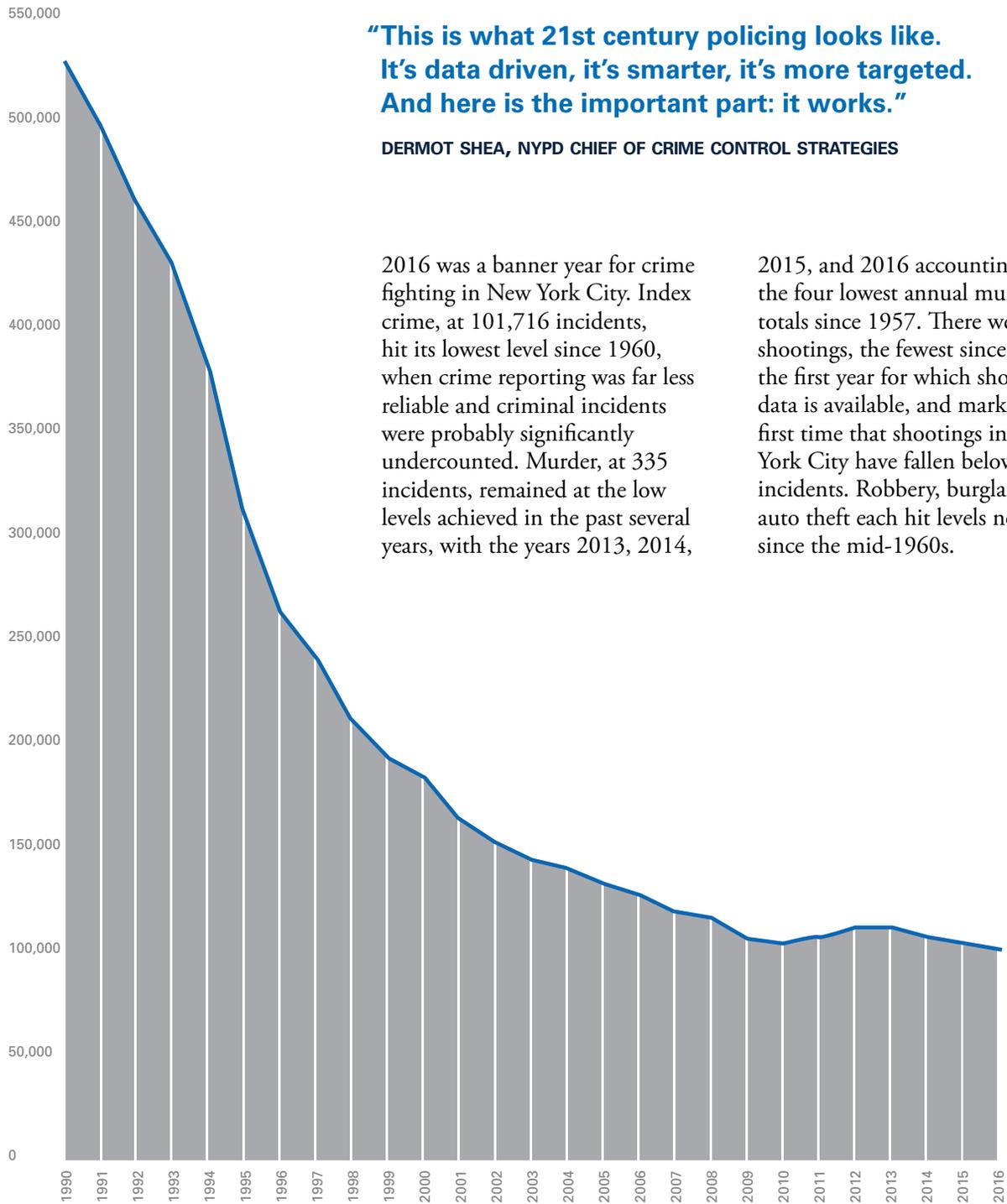
CIT has already paid dividends in lives literally saved. Police Officer Christian Campoverde from the 40th Precinct had just completed his CIT training when, while off-duty, he managed to stop a man from taking his own life simply by asking him if he wanted a hug. Police Officer Nina Depasquale

from the 24th Precinct employed the skills she had learned from CIT, showing compassion to a suicidal woman who was determined to jump to her death, effectively saving her life. NYPD officers are seeing these sort of success stories frequently in New York City, thanks to the compassion and negotiation skills taught in Crisis Intervention Training.



The new Police Academy in College Point contains realistic environments that are utilized during Crisis Intervention Training.

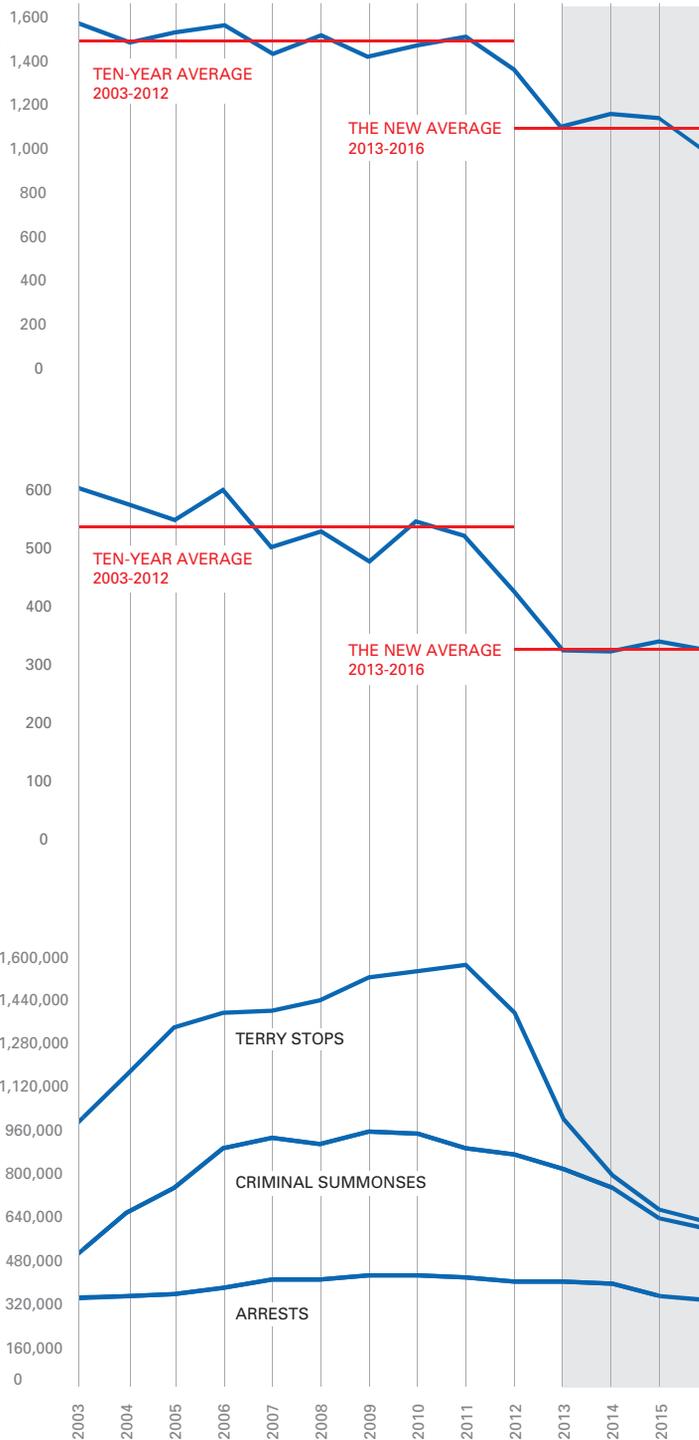
2016: A BANNER YEAR IN CRIME FIGHTING



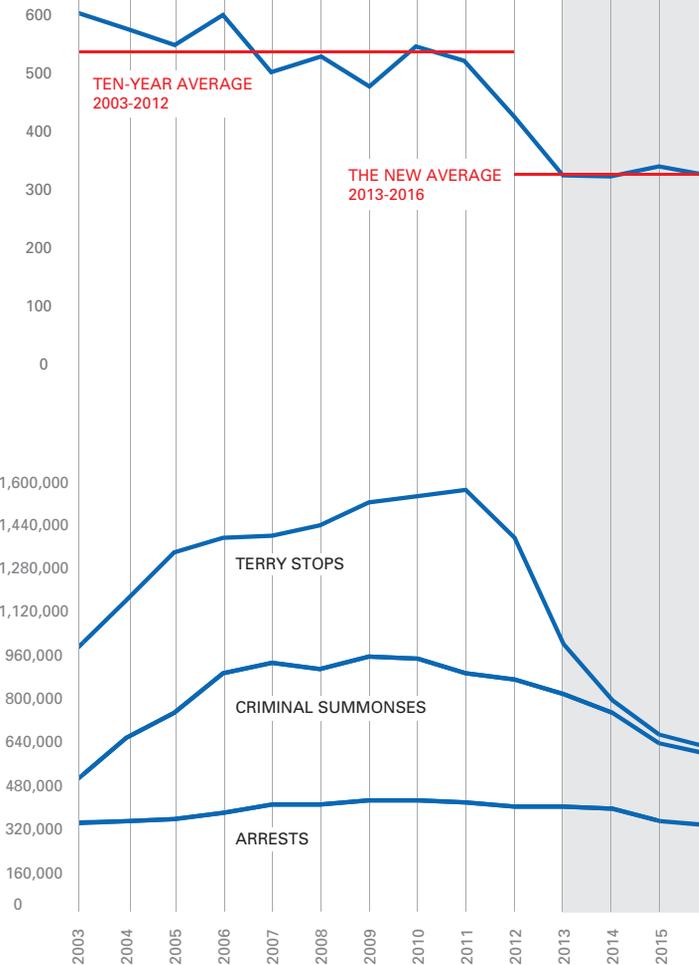
OVERALL MAJOR CRIME 1990-2016

Murder, Rape, Robbery, Felony Assault, Burglary, Grand Larceny, Grand Larceny Auto

SHOOTINGS 2003-2016

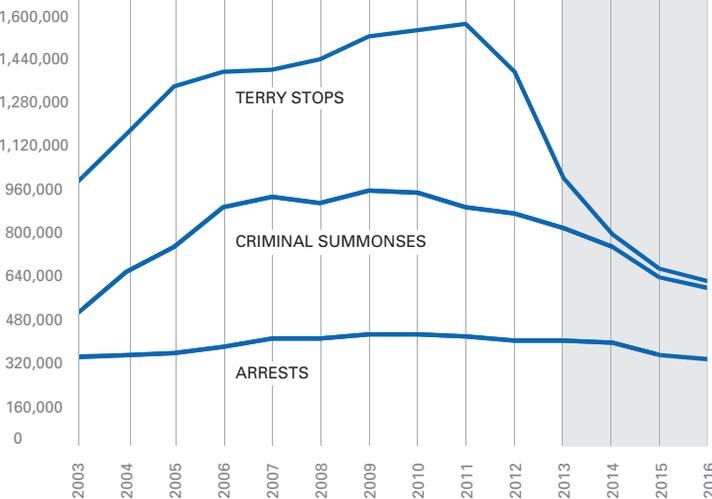


MURDERS 2003-2016



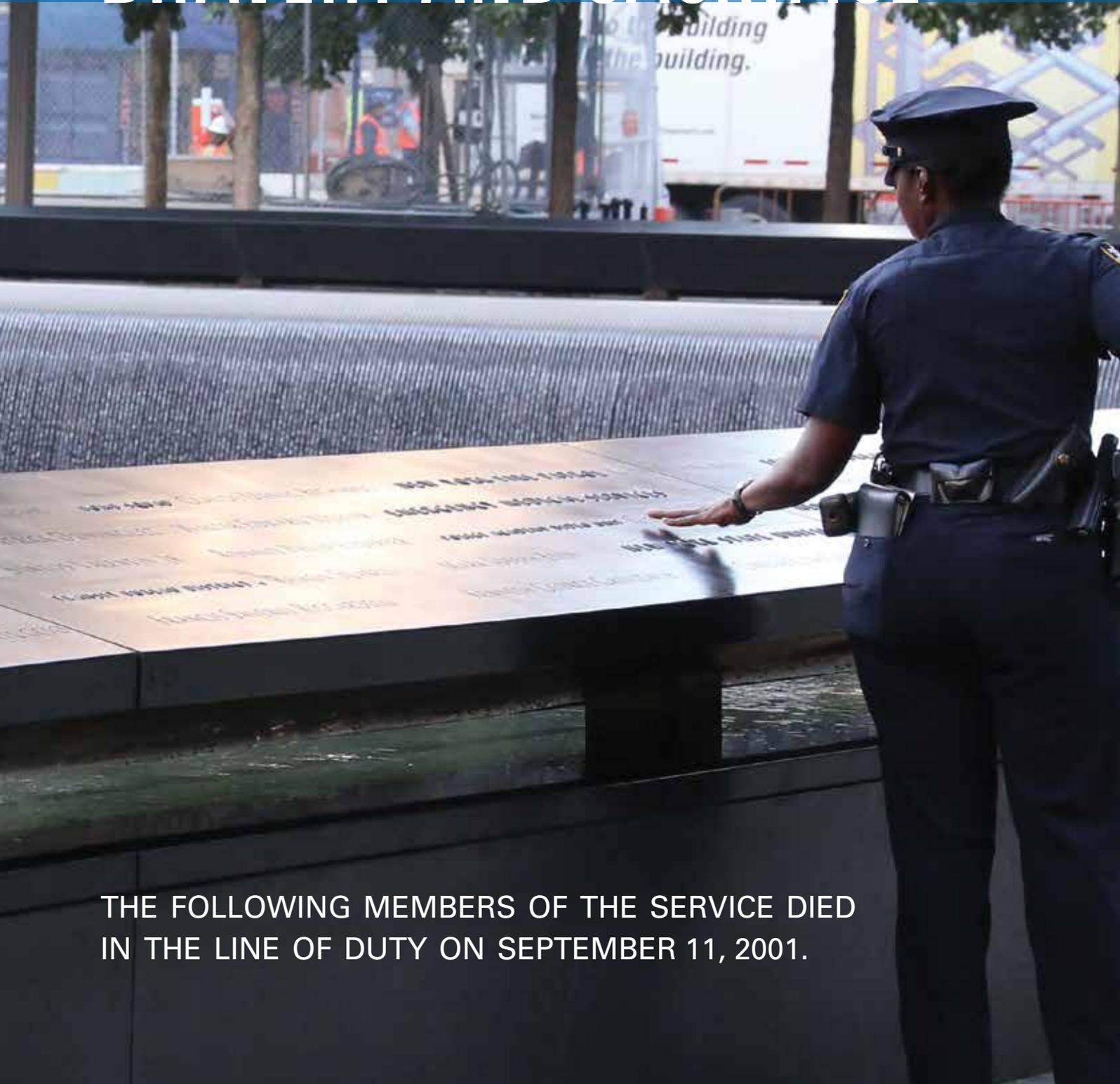
PEACE DIVIDEND 2003-2016

Data for categories are stacked



Neighborhood policing and unified investigations are driving down murders and shootings—even as enforcement encounters—arrests, summonses, and stops—have declined sharply. Compared to the ten-year-average for 2003 to 2012, the past four years’ average is 26 percent lower for shootings and 36 percent lower for murder. At the same time, enforcement encounters have declined by more than one million from their ten-year highs.

BRAVERY AND SACRIFICE



THE FOLLOWING MEMBERS OF THE SERVICE DIED
IN THE LINE OF DUTY ON SEPTEMBER 11, 2001.

SEPTEMBER 11, 2001

NYPD Heroes 9/11 and Beyond

At the 15th anniversary of the terrorist attacks of September 11, 2001, relatives read the victim's names and reflected on a loss still felt today at the site of the attacks, now home to One World Trade Center, a symbol of resilience in the face of tragedy. Nearly 3,000 people in New York, Virginia, and Pennsylvania lost their lives on 9/11. As the years pass, the sorrow remains, alongside the tributes. The NYPD lost 23 officers on that fateful day and an additional 119 members of the department have since passed away due to 9/11-related illnesses. We will never forget.



Sergeant John G. Coughlin
Emergency Service Squad 4



Sergeant Michael S. Curtin
Emergency Service Squad 2



Sergeant Rodney C. Gillis
Emergency Service Squad 8



Sergeant Timothy A. Roy
Traffic Control Division Bus Unit



Detective Claude D. Richards
Bomb Squad



Detective Joseph V. Vigiano
Emergency Service Squad 2



PO John D'Allara
Emergency Service Squad 2



PO Vincent G. Danz
Emergency Service Squad 3



PO Jerome M. Dominguez
Emergency Service Squad 3

THE FOLLOWING MEMBERS OF THE SERVICE DIED
IN THE LINE OF DUTY ON SEPTEMBER 11, 2001.



PO Stephen P. Driscoll
Emergency Service Squad 4



PO Brian G. McDonnell
Emergency Service Squad 1



PO Robert Fazio
13th Precinct



PO Ronald P. Kloepfer
Emergency Service Squad 7



PO Thomas M. Langone
Emergency Service Squad 10



PO James P. Leahy
6th Precinct



PO Brian G. McDonnell
Emergency Service Squad 1



PO John W. Perry
40th Precinct



PO Glen K. Pettit
Police Academy Video Production Unit



PO Moira A. Smith
13th Precinct



PO Ramon Suarez
Transit Bureau, District 4



PO Paul Talty
Emergency Service Squad 10



PO Santos Valentin Jr.
Emergency Service Squad 7



PO Walter E. Weaver
Emergency Service Squad 3

THE FOLLOWING MEMBERS OF THE SERVICE DIED POST SEPTEMBER 11, 2001:

During the rescue and recovery efforts that followed the destruction of the World Trade Center, thousands of New York City Police Department personnel worked long hours, initially with the hope of finding survivors, and later to recover their fallen comrades and others who died on 9/11. Exposed to toxic smoke and other hazards, members of the service who engaged in rescue and recovery efforts developed cancers and other fatal illnesses. Since recovery efforts began, an additional 119 members of the department have died. The number of 911-related deaths continues to climb.



Lieutenant Robert Rice
4/12/2003
Narcotics Borough
Brooklyn North



Detective Second Grade Thomas F. Weiner
5/3/2003
Medical Division



Detective William B. Titus
8/24/2003
Narcotics Borough
Brooklyn North



Police Officer Edward M. Ferraro
6/6/2004
Management Information
Systems Division



Police Officer James J. Godbee
12/30/2004
28 Precinct



Police Officer Thomas G. Brophy
4/21/2005
109 Precinct



Police Officer Ronald E. Weintraub
1/16/2005
Midtown South Precinct



Detective James Zadroga
1/5/2006
Manhattan South Homicide



Detective Second Grade Sandra Adrian
1/11/2006
Internal Affairs Bureau



Police Officer Angelo Peluso
5/24/2006
License Division



Captain Edward C. Gilpin
9/7/2006
Patrol Borough
Manhattan South



Police Officer Patrice M. Ott
9/28/2006
Property Clerk
Division



Police Officer Daniel C. Conroy
12/3/2006
Property Clerk Division



Detective First Grade Roberto L. Rivera
1/27/2007
Joint Terrorist Task Force



Detective John T. Young
2/19/2007
50 Precinct Detective Squad



Police Officer Louise M. Johnston
3/6/2007
Brooklyn South Task Force



Detective Second Grade Kevin G. Hawkins
5/7/2007
Intelligence Bureau



Detective Robert W. Williamson
5/13/2007
Patrol Borough
Manhattan South



Police Officer Madeline Carlo
7/15/2007
Housing Bureau



Police Officer Robert B. Helmke
7/28/2007
Medical Division



Sergeant Claire T. Hanrahan
8/28/2007
Narcotics Borough
Manhattan North



Police Officer Frank G. Macri
9/3/2007
Housing Bureau, Police
Service Area #2



Sergeant Michael W. Ryan
11/5/2007
Warrant Section



Detective William J. Hofferster
1/22/2008
Narcotics Borough
Manhattan North



Sergeant Edward D. Thompson
3/9/2008
Intelligence Bureau



Detective John E. Goggin
5/6/2008
94 Precinct Detective
Squad



Auto Mechanic Elmis A. Fisher
6/1/2008
Fleet Services Division



Police Officer Allison M. Palmer
7/28/2008
Patrol Services Bureau



Police Officer Christopher S. McMurry
8/1/2008
77 Precinct



Police Officer Gary G. Mausberg
10/8/2008
73 Precinct



Police Officer Robert Nicosia
10/10/2008
Technical Assistance
and Response Unit



Inspector Richard D. Winter
10/25/2008
Fleet Services Division



Sergeant Alex W. Baez
11/22/2008
84 Precinct



Police Officer Vito S. Mauro
12/2/2008
67 Precinct



Lieutenant Brian S. Mohamed
3/25/2009
20 Precinct



Lieutenant Gerald Rex
3/30/2009
Patrol Borough
Manhattan South



**Police Officer
Robert A. Zane**
5/12/2009
Transit Bureau,
District 34



**Police Officer
Robert C. Grossman**
10/9/2009
28 Precinct



**Lieutenant
Special Assignment
Jacqueline McCarthy**
7/5/2010
Employee Relations Section



**Police Officer
Martin Tom**
6/9/2011
License Division



**Police Officer
Peter O. Rodriguez**
2/12/2012
Auto Crime Division



**Captain
Dennis Morales**
7/27/2012
Emergency Service Unit



**Detective
Richard H. Wentz**
5/14/2013
Gang Division



**Police Officer
Richard Jakubowsky**
6/7/2009
Transit Borough Bronx
Task Force



**Sergeant
Charles J. Clark**
11/7/2009
Housing Bureau,
Police Service Area #8



**Police Officer
David Mahmoud**
11/11/2010
75 Precinct



**Captain
Barry Galfano**
6/26/2011
Emergency Service Unit



**Police Officer
Denis R. McLarney**
3/1/2012
Brooklyn Court Section



**Police Officer
Ronald G. Becker Jr.**
8/19/2012 4
2 Precinct



**Police Officer
Anthony De Jesus**
5/24/2013
42 Precinct



**Detective Second Grade
Michael P. Morales**
6/10/2009
122 Precinct
Detective Squad



**Lieutenant S/A
Carlos J. Ocasio**
11/21/2009
Office, Deputy
Commissioner Training



**Police Officer
Robert M. Ehmer**
11/11/2010
110 Precinct



**Detective
Edwin Ortiz**
7/4/2011
40 Precinct Detective Squad



**Police Officer
Richard G. Holland**
3/23/2012
Transit Bureau,
District 20



**Detective First Grade
John F. Kristoffersen**
8/25/2012
Brooklyn North Homicide



**Detective Second Grade
Carmen M. Figueroa**
5/26/2013
Major Case Squad



**Police Officer
Renee Dunbar**
8/25/2009
103 Precinct



**Police Officer
Frank M. Bolusi**
1/12/2010
120 Precinct



**Detective First Grade
Kevin A. Czartoryski**
12/5/2010
Office, Deputy Commissioner
Public Information



**Police Officer
Karen E. Barnes**
8/4/2011
Housing Bureau,
Police Service Area #5



**Lieutenant
Christopher M. Pupo**
6/23/2012
41 Precinct



**Detective
Traci L. Tack-Czajkowski**
1/15/2013
Drug Enforcement
Task Force



**Police Officer
Nicholas G. Finelli**
6/8/2013
43 Precinct



**Inspector
Donald G. Feser**
9/12/2009
Manhattan Traffic
Task Force



**Police Officer
Robert V. Oswain**
5/15/2010
47 Precinct



**Sergeant
Harold J. Smith**
3/5/2011
Narcotics Borough
Staten Island



**Sergeant
Jacqueline C. Schaefer**
12/2/2011
Quality Assurance Division



**Sergeant
Michael J. McHugh**
7/3/2012
Patrol Borough
Manhattan South



**Detective First Grade
Tommy L. Merriweather**
1/21/2013
Firearms Suppression
Division



**Police Officer
Francis T. Pitone**
8/11/2013
Housing Bureau,
Police Service Area #8



**Detective First Grade
Corey J. Diaz**
10/7/2009
Organized Crime
Control Bureau



**Detective
Joseph Seabrook**
5/29/2010
20 Precinct



**Police Officer
George M. Wong**
3/24/2011
Headquarters
Security Unit



**Detective Second Grade
Alick W. Herrmann**
12/23/2011
100 Precinct
Detective Squad



**Sergeant
Garrett S. Danza**
7/11/2012
Communication
Division



**Lieutenant
Steven L. Cioffi**
3/5/2013
Central Park Precinct



**Detective
Steven Hom**
10/19/2013
Narcotics Borough
Brooklyn South



**Detective First Grade
Joseph A. Cavito**
10/25/2013
Office, Deputy Commissioner
Public Information



**Detective
Aslyn A. Beckles**
1/18/2014
Internal Affairs Bureau



**Detective First Grade
John A. Russo**
7/22/2014
Technical Assistance
and Response Unit



**Inspector
James Guida**
10/31/2014
Narcotics Division



**Deputy Chief
Steven J. Bonano**
1/17/2015
Patrol Borough
Brooklyn South



**Police Officer
Matthew J. Gay**
6/25/2015
Midtown North Precinct



**Sergeant
Louis R. Pioli**
10/29/2015
61 Precinct



**Police Officer
James M. Burke**
11/6/2013
Fleet Services Division



**Police Officer
Perry T. Villani**
1/21/2014
Property Clerk Division



**Detective
James J. Albanese**
8/13/2014
Narcotics Borough
Manhattan South



**Detective
Charles G. Gittens**
11/28/2014
Intelligence Bureau



**Police Officer
Peter D. Ciaccio**
2/12/2015
Medical Division



**Lieutenant
Luis A. Lopez**
6/26/2015
30 Precinct



**Police Officer
Charles M. Karen**
11/4/2015
73 Precinct



**Detective
Michael R. Henry**
11/28/2013
Narcotics Borough
Manhattan North



**Captain
Ronald G. Peifer**
3/5/2014
Patrol Services Bureau



**Sergeant
Patrick P. Murphy**
8/20/2014
Emergency Service
Squad No.5



**Police Officer
Robert W. Kaminski**
12/4/2014
Fleet Services Division



**Detective
Stuart F. Fishkin**
5/8/2015
Fleet Services Division



**Police Officer
Alexander Figueroa**
7/7/2015
Transit Bureau, District 3



**Lieutenant
Marci Simms**
11/5/2015
107 Precinct



**Police Officer
Cheryl D. Johnson**
12/22/2013
115 Precinct



**Detective
Robert A. Montanez**
3/16/2014
Narcotics Borough Bronx



**Sergeant
Paul M. Ferrara**
8/28/2014
110 Precinct



**Police Officer
Shaun M. Mahoney**
12/10/2014
109 Precinct



**Police Officer
Demetrias Hopkins**
5/11/2015
Brooklyn Court Section



**Lieutenant
Rebecca A. Buck**
7/21/2015
Internal Affairs Bureau



**Sergeant
Wayne A. Jackson**
11/13/2015
Narcotics Borough Bronx



**Detective Second Grade
Christopher Strucker**
1/3/2014
Intelligence Bureau



**Sergeant
Donald O'Leary**
3/26/2014
Transit Bureau, District 11



**Sergeant
Supervisor Detective
Stephen P. Scalza**
10/1/2014
Asset Forfeiture Unit



**Captain
Scott V. Stelmok**
12/29/2014
103 Precinct



**Detective
Michael K. Davis**
6/1/2015
Counterterrorism Bureau



**Detective Second
Grade Ronald A. Richards**
10/10/2015
Bomb Squad



**Sergeant
Michael Galvin**
11/27/2015
Intelligence Bureau



**Detective
Angel A. Creagh**
1/14/2014
Narcotics Borough
Brooklyn South



**Detective
John J. Marshall**
4/6/2014
Narcotics Borough
Brooklyn South



**Detective
Luis G. Fernandez**
10/16/2014
Emergency Service
Squad No.6



**Police Officer
Otto R. Espinoza**
1/3/2015
106 Precinct



**Police Officer
James A. Betso**
6/17/2015
23 Precinct



**Sergeant
Supervisor Detective
Gerard Beyrodt**
10/20/2015
Midtown North Precinct
Detective Squad

* NYPD Official
Designated 9/11
related Line of Duty
Deaths through
August 2016