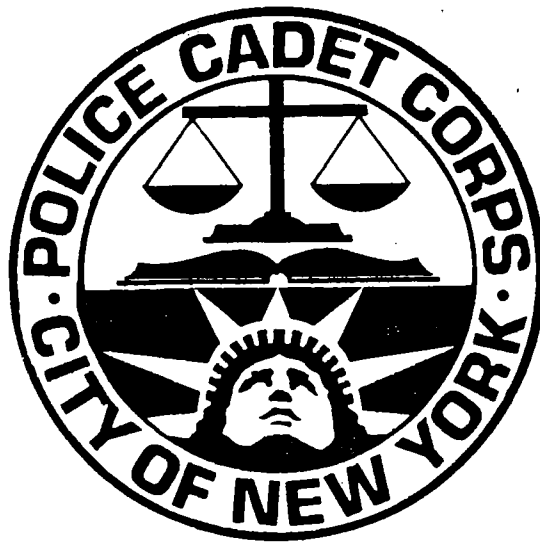


New York City Police Cadet Corps



Program Summary
February, 1994

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**NEW YORK CITY POLICE DEPARTMENT
POLICE CADET CORPS**

INTRODUCTION

In 1986, the New York City Police Department initiated a pioneering police recruitment program designed to attract college graduates to the N.Y.P.D. Eight years later, this program has evolved into a sophisticated public-service apprenticeship in law enforcement for an elite corps of college students, most of whom choose to become police officers after they obtain their college degrees. Today, when many public officials, including President Bill Clinton, are calling for the creation of public-service apprenticeships for young, educated Americans, the N.Y.P.D. already has such a program, and it is a marvelous success. The Police Cadet Corps produces well-rounded, diverse and high-caliber police officers who represent the best New York City has to offer.

The Police Cadet Corps is a genuine success story. In eight years, it has graduated 374 new police officers while achieving several important goals. The Cadet Corps is bringing more college-educated recruits into the Department. All of them have college degrees, and all are New York City residents. They also reflect the ethnic diversity of the City -- half are white, 22 percent are African-American, 24 percent are Latino, 5 percent are of Asian descent or other origin. A third are women. Over 60 percent of those selected for the program become police officers. According to performance evaluations, the Cadets who are now police officers have scored higher ratings from their supervisors than their non-cadet peers. They have even scored higher ratings than their non-cadet peers with similar levels of education.

The Police Cadet Corps was envisioned as a public-service apprenticeship that would total about 1,800 hours of training and actual work experience over two years. The Cadet corps was originally designed to achieve the following objectives:

- Recruit the best possible candidates.
- Bring more college graduates into the N.Y.P.D.
- Attract recruits who reflect the diversity of the city.
- Provide a program focus on New York City.
- Provide a public service to New York City residents.
- Integrate the program into the structure of N.Y.P.D.'s daily operations.
- Achieve all of the above at an affordable cost.

Admission to the Corps is extremely competitive. For example, in 1993, there were 2,400 applicants for 200 openings. To be accepted into the program, a Cadet candidate must first pass

the rigorous medical, psychological and character screening required of any police officer candidate. The Cadet Corps then selects the most qualified candidates for its elite ranks, using criteria such as academic achievement, leadership potential, SAT scores, employment references, etc.

An N.Y.P.D. Cadet experiences the full breadth of police work and comes to view himself or herself as a flexible decision maker and law-enforcement professional. This is accomplished through a thorough mix of quality training and work experience. New Cadets receive 10-weeks of full-time, comprehensive training in the Police Academy. They then embark on a field internship in one of the city's 75 police precincts. In these field assignments, they get "hands on" experience in the inner workings of the N.Y.P.D.. They work with elite officers and supervisors assigned to Community Policing Units and engage in real-life problem solving.

The Cadet Corps has strong support from labor and management alike. Within the local legislative bodies, editorial boards and service organizations, the Police Cadet Corps is viewed as a very successful innovation. It has attracted highly-motivated, diverse, well-educated college students, most of whom will continue to make contributions to society as police officers. The Cadets who become police officers have developed a sense of self, a level of maturity, and knowledge of the Department and of the City that will greatly advance them in their careers and can only benefit the citizens of New York City.

MISSION STATEMENT

The mission of the Police Cadet Corps is:

1. To recruit, select and train the best available college students to become police cadets;
2. To monitor, guide and counsel these cadets during their two-year tenure in the Department, while they attend college full time and perform cadet duties part time in precincts;
3. To indoctrinate cadets regarding the systems, processes and culture of the N.Y.P.D.;
4. To increase diversity within the Department by actively recruiting minorities and women to join the Cadet Corps;
5. To develop leadership skills among cadets to prepare them to become the future leaders of the Department; and
6. To ensure that as many fully qualified cadets as possible achieve their college degrees, are promoted to police officer, and embark on a full career with the Department.

SENIOR CADET PROGRAM
(Program 2)

- * Established 1986
- * Apprenticeship for Bachelor-Degree Candidates
- * Civilian, part-time employees of N.Y.P.D.
- * Cadets must be residents of New York City and must attend a four-year college in N.Y.C., Nassau or Westchester Counties.
- * Budgeted for 175 Positions Annually
- * 185 Active Cadets
(50 Promotees in February, 1994. 50 Promotees in August, 1994)
- * 912 Cadets appointed since 1986
- * How Cadets Have Exited the Program Since 1986:
 - 52 Percent were promoted to police officer
 - 12 Percent accepted open-competitive appointment to police officer
 - 32 Percent resigned
 - 4 Percent were terminated(Note: Since 1991, retention rate has improved to 90 percent.)

* Benefits:

- Full-time summer employment (2 summers)
- Part-time, school-year employment (60 hours per month)
- \$8.67 an hour
- \$4,000 in tuition loans
(forgiven after two years service as police officer)
- Guaranteed Appointment to police officer (priority over open-competitive candidates)
- Accelerated Career Path within Department
- Seniority credit toward eligibility for Sergeants Exam

* Apprenticeship Format:

- 10 weeks of full-time introductory training (1st summer);
A comprehensive introduction to the N.Y.P.D., including exposure to: law; police science; social science; physical training; rules and procedures; community policing; auto crime; Criminal Court; Corrections Department; N.Y.P.D. specialized units such as Harbor, Aviation, Emergency Service, etc.
- Leadership Reaction Course
- Precinct Assignment (in Community Policing Units)
- Monthly one-day training
- 2nd Summer of full-time work in precinct (10 weeks)
- Cadet Corps Checklist -- experience in a range of typical police officer tasks
- Special Assignments -- Domestic Violence Prevention; Public Morals Division undercover work; parade details; mobilization exercises; emergency disaster drills; ceremonial details; headquarters details, etc.

C.U.N.Y. CADET PROGRAM
(Program 1)

- * Established 1992
- * Apprenticeship for Associate-Degree Candidates
- * Cadets must be residents of New York City attending a C.U.N.Y. junior college
- * 1st Year: Civilian, part-time employees of C.U.N.Y.
- * 2nd Year: Civilian, part-time employees of N.Y.P.D.
(Full participants in traditional cadet apprenticeship)
- * Budget for FY 1994 - 102 N.Y.P.D. Positions
 - 92 Active
 - 30 Expected Promotees (February, 1994)
 - 2 Resignations
 - 8 Open-Competitive appointments (August, 1993)
- * Budget for FY 1995 - 60 new N.Y.P.D. Positions; 64 holdovers from FY 1994; Total of 124 N.Y.P.D. Positions
- * Benefits:
 - Full-time summer employment (one summer)
 - Part-time, school-year employment (60 hours per month)
 - \$7.14 an hour
 - \$2,000 in tuition loans
(Granted in 2nd year only; forgiven after two years service as police officer)

Benefits: (continued)

- Guaranteed Appointment to police officer (priority over open-competitive candidates)
- Accelerated Career Path within Department
- Seniority credit toward eligibility for Sergeants Exam

* Apprenticeship Format:

- 1st year employment/training with C.U.N.Y. (Phase 1)
- 2nd year traditional cadet apprenticeship with N.Y.P.D. in precinct assignment (Phase 2)
- Phase 1 Training Curriculum topics include: ethics; cultural diversity; human dignity; conflict resolution; Spanish; domestic violence; substance abuse; community policing; first-responder first aid, etc.
- Training by Cadet Corps Staff in rules and procedures
- Some monthly joint training with N.Y.P.D. cadets
- 2nd year employment/training with N.Y.P.D. (Phase 2)
(Traditional cadet apprenticeship: 10 weeks of full-time summer training followed by 10 months in precincts)

KEY COMPARISONS
Program 1 and Program 2

Program 1 (CUNY)

Established 1992

First cadets expected to be
promoted on February 25, 1994

Associate Degrees

One year in C.U.N.Y.
One year in N.Y.P.D.

CUNY college

66 Percent Minority
 12% African Amer.
 47% Latino
 7% Asian/Other
 62% Male
 38% Female

\$7.14 an hour

\$2,000 in tuition loans

1,200 applicants per year

Program 2 (Senior Cadets)

Established 1986

374 cadets promoted to
police officer since 1988

Bachelor Degrees

Two years in N.Y.P.D.

Any College in N.Y.C.,
Westchester or Nassau
Counties

58 Percent Minority
 21% African Amer.
 26% Latino
 11% Asian/Other
 66% Male
 34% Female

\$8.67 an hour

\$4,000 in tuition loans

1,200 applicants per year

DAILY OPERATIONS

The operations of the Police Cadet Corps are closely linked to the college academic year and alternately focus on recruitment, selection and training of new cadets. The Police Cadet Corps staff performs the following functions:

Recruitment: September through April

- Recruitment at 50 local colleges
- 50,000 pieces of direct mail
- 6,000 brochure responses
- 2,400 formal applications

Selection: April through June

- Coordination with Applicant Processing Division
(intake/initial screening)
- Scheduling for medical and psychological testing
- Screening/verifying of G.P.A., college credits, work history
- Character screening
- Notification to and acceptance by candidate
- Hiring of new cadets

Training: July through August

- Experienced cadets work full time in precincts
 - a. community policing apprenticeship
 - b. special summer crime-reduction initiatives

Training: July through August (continued)

- New cadets are trained full time for 10 weeks
 - a. Overview of Police Academy disciplines
(law, police science, social science)
 - b. Exposure to Specialized N.Y.P.D. Units
(Communications, Emergency Service, Auto Crime,
Narcotics, Organized Crime, etc.)
 - c. Exposure to Other Law Enforcement Agencies
(Corrections, Housing and Transit Police, etc.)
 - d. Tour of Criminal Courts
 - e. Leadership Reaction Course

Year-Round Functions:

- Field supervision and liaison with precinct commands
- Monitoring of cadet performance
- Discipline
- Preparing/qualifying cadets for promotion
- Monthly training
- Liaison with City University of New York
(C.U.N.Y. Cadet Program)
- Budget negotiations
- Special work details/assignments for cadets
- Special initiatives
(Domestic Violence project, undercover assignments
with Public Morals Division, rapid-mobilization
exercises, disaster exercises, etc.)

CURRENT PROJECTS AND INITIATIVES

1. Recruitment Campaign: The Senior Cadet Program is in the midst of its yearly recruitment campaign, which involves outreach to every college and university in New York City, Westchester or Nassau counties. More than 50 schools participate, usually by permitting the Cadet Corps to mail literature directly to their sophomores or by permitting on-campus recruiting. The Cadet Corps will mail out 50,000 brochures to the homes of college students in the New York area. Candidates must go through an arduous process of orientation and medical, psychological and character screening. In short, they must pass the same rigorous screening process required of anyone who wishes to become a New York City police officer. More than 500 students have already applied for the June, 1994 class. The Cadet Corps anticipates that a total of 1,200 will apply before April 30, 1994.

2. Undercover Work with the Public Morals Division: In an effort to involve cadets more directly in problem-solving, community policing, the Corps has taken a prominent role in attacking a frequent public complaint -- underage drinking and illegal sales of alcohol to minors. Since September, 38 cadets who are under age 21 have served as undercovers for the Public Morals Division. They have purchased alcohol from bars, restaurants and grocery stores, triggering criminal prosecutions and license-revocation hearings with the State Liquor Authority. In this role, the CUNY cadets, most of whom are still under age 21, have been particularly helpful. The Cadet Corps should have enough cadets under age 21 to continue to meet PMD's needs for undercovers for the foreseeable future.

3. Domestic Violence Project with Victim Services Agency: The Cadet Corps proposed an innovative new summer initiative in 1993 in which cadets in 12 precincts volunteered as interns to assist the Victim Services Agency in its Domestic Violence Prevention Program. The program was successfully expanded in September to a permanent cadre of 25 cadets who work 21 hours a month assisting the V.S.A. in identifying, contacting, counseling and providing services to victims of domestic violence. Cadets assist in referrals, crime analysis, research, home visits and criminal investigations -- all of which are tasks consistent with the Corps' goal of providing a realistic apprenticeship in police work.

4. Mobilization Exercises: The Cadet Corps has had a pivotal role in the ongoing Department-wide training in rapid mobilization and policing of large-scale disturbances and emergencies. Since August, cadets have participated approximately twice a month in the

mobilization exercises conducted by the Department's Office of Management Analysis and Planning. Typically, 50 cadets at a time will play the role of angry demonstrators at a location to which the seven borough task forces respond. The cadets march, chant, simulate throwing objects at the officers and being arrested. Their participation has been critical to the development of police officers' and commanders' skills at policing large, disorderly groups.

5. FIPSE "Ethics-in-Leadership" Grant Proposal: The Cadet Corps, in conjunction with the Police Academy's Management Training Section, researched and prepared a request for a second federal grant to develop "Ethics in Leadership" training seminar for cadets, sergeants and lieutenants. The grant will be sought under the Fund for the Improvement of Postsecondary Education (FIPSE), the same fund that helped the Corps establish the Leadership Reaction Course in 1992.

6. New York State Mentoring Program: The Cadet Corps is about to embark on a new program to assist troubled juveniles in three New York City junior high schools. Cadets will volunteer to work as mentors under the New York State Mentoring Program. Each cadet will visit a junior high school one afternoon every other week and meet individually with a carefully selected student who needs to spend time with an adult role model. Over the next 18 months, cadets and students will develop one-on-one relationships with these students and serve in a mentoring, coaching and counseling role. The Cadet Corps has carefully selected three high schools in deprived New York City neighborhoods where private-sector mentor volunteers are unwilling to go.

7. Cadet Tracking and Performance Analysis: The Cadet Corps, with the assistance of the Department's Management Information Systems Division, is developing a comprehensive computer tracking system to analyze the performance of all current and former cadets. Personnel data on current and former cadets is now stored in nine different computer systems within the Department, including both mainframe and personal computers. This data cannot be easily retrieved or analyzed. By the end of 1994, M.I.S.D. will have merged this data and created a new system that can be continuously updated and queried to compare cadet performance with the performance of their non-cadet peers. We anticipate that this new system will confirm what one preliminary study by the Chief of Personnel in October, 1993 determined: that cadet graduates perform better than their non-cadet peers in nearly all traditional measures of productivity and performance: (e.g., absenteeism, civilian complaints, academic performance in the academy, medals, evaluations, etc.)

RECENT SUCCESSES

1. Integration of CUNY Cadet Program: While the Senior Cadet Program has existed since 1986 and has produced 374 police officers, the July 1 hire of 102 City University of New York (CUNY) cadets marked the culmination of a two-year process to integrate the Senior Cadet Program with CUNY's program for associate-degree candidates. The CUNY cadets are performing exceptionally well in their precinct commands. Approximately 30 CUNY cadets -- the first ever -- will be promoted to police officer in late February, 1994.
2. Promotions: In 1993, 70 Cadets were promoted to police officer. Another 80 cadets -- the largest class in the history of the Cadet Corps -- are scheduled to be promoted to police officer in February. Still another 80 cadets will likely be promoted in August, 1994.
3. Recruitment: In 1993, the Cadet Corps recruitment campaign included over 50,000 mailings to college students in the New York City area. For the first time in its history, there were more than 10 applicants for every cadet hired, allowing the Corps to select the very best by using such criteria as grade point average, academic credit history and job experience.
4. Diversity: While continuing to raise its standards and to increase the competition to become a cadet, the Cadet Corps maintained remarkably high enrollment among women and minorities. There were 185 cadets hired in 1993. The combined enrollment of new Program 1 (CUNY Associate-Degree) and Program 2 (Bachelor-Degree) cadets was 39 percent white, 15 percent African-American, 36 percent Latino and 10 percent Asian or other origin.
5. Fraternal Society: At the urging of the Police Commissioner, the cadets formed a new fraternal society for present and former members. The organization -- known as the Society of Police Cadets and Alumni -- was recently incorporated and has been formally recognized by the Police Commissioner. It has elected an executive board and is planning delegate elections and social and charitable events for 1994.
6. Cadet Career Path: In the fall of 1993, the Cadet Corps, in cooperation with the Chief of Personnel's Career Program Unit, formally initiated a new career path process for former cadets who became police officers. Under this program, former cadets who have served for four years as police officers are interviewed and counseled by the Career Program Unit regarding their achievements

to date, their career opportunities and their potential. Those who have performed well are offered interviews with specialized units such as the Organized Crime Control Bureau. The Cadet Corps is surveying and studying the responses of these former cadets regarding the impact they feel the Corps has had on their career.

7. Loan Program: Cadets who resign from the Corps before completing their apprenticeship must repay the tuition loans they received from the Department. In 1992, it became clear that tracking these cadets, determining reasonable repayment schedules, sending out periodic notices and monitoring delinquent loans would require a sophisticated computer system. The Cadet Corps designed and implemented such a system in late 1992. It successfully monitors the repayment of outstanding debts of more than 120 former cadets and totaling more than \$144,000. The Corps has already collected over \$176,000 as money paid in full from debts of 100 former cadets.

8. Leadership Reaction Course: During 1992, the Cadet Corps used a \$124,000 federal grant from the Fund for Improvement of Post Secondary Education (FIPSE) to develop a Police Leadership Laboratory. The result was the "Leadership Reaction Course," which has become a centerpiece of basic training for all cadets. It is an intensive three-day seminar in leadership and team-building skills that is given at a special training site in the state's Creedmoor facility in Queens. The primary consultant in designing this program was Columbia University's School of Business. In 1993, portions of the leadership program were adapted and incorporated into the Basic Management Orientation Course for newly promoted sergeants.

9. Cadet Corps Newsletter: In October, the Cadet Corps published the first edition of its new newsletter, a quarterly publication produced entirely by the cadets themselves. Its focus is the reporting of the activities and exploits of current cadets and of police officers who are former cadets.

SUMMARY OF POLICE CADET CORPS TRAINING

The Police Cadet Corps is responsible for all training received by N.Y.P.D. Cadets. When cadets are first hired by the Department, they receive 10 weeks of full-time, entry-level training at the Police Academy. During the school year -- while cadets are assigned to precincts -- they return to the Academy once a month for a full day of additional training. In addition, cadets periodically participate in special training events within the Department.

Entry-Level Training

The 10-week, entry-level training is designed to be a comprehensive introduction to the New York City Police Department. The summer begins with two weeks of intensive training about the Cadet Corps. The instructors are the Cadet Corps staff, police officers temporarily assigned to the Corps from an academic-year, drug prevention program and senior, experienced cadets who have exhibited a high degree of leadership potential. The topics covered include the rules and regulations for cadets, uniforms and appearance, integrity, police terminology, etc.

In the second through fifth week of the summer training, cadets are trained by the staff of the Police Academy. This training is a modified version of the curriculum that police officer recruits receive when they enter the Academy. Cadets are taught necessary Patrol Guide procedures by the Police Science staff. They receive Penal Law training that will enable them to perform duties in a precinct complaint room. They receive training in cultural diversity from the Social Science staff. They receive a basic first aid and CPR qualification course from the Physical Education staff, and they receive driver training from the Driver Training Unit.

The next phase of training consists of familiarizing cadets with the Police Department and the Criminal Justice System. Cadets visit Department facilities such as the Harbor Unit, the Canine Unit, TARU, the Communications Division and the Police Museum. They receive training from the Police Academy's Community Policing Unit, the Narcotics Division, the Traffic Division, the Borough Base Training Unit and others. They are given tours of Riker's Island by the Correction Department, of the Brooklyn Criminal Court by the District Attorney's Office, and of the Transit Police Department training facility by the Transit Police.

A critical component of the first summer of training is the Leadership Reaction Course, which is a three-day seminar in leadership and team building that is given during this first summer. This course was designed for the Cadet Corps by the

Columbia University School of Business. The Cadet Corps used a federal grant to develop the course and to equip a special training facility at a building in the state's Creedmoor facility in Queens. Cadet Corps staff and senior cadets serve as the instructors.

The final part of the entry-level training consists of a week of on-the-job training and introduction to the cadet's new precinct command. Cadets are temporarily assigned to their new precincts to work with police officers in the Community Policing units. They then come back to the Academy for a few days of debriefing and final assessment with the Cadet Corps staff before being permanently assigned to their new commands.

Monthly Training During the School Year

Cadets are required to attend one day per month in training at the Police Academy during the school year, for a total of 10 tours annually. These tours generally feature one or two guest lecturers from within the Department or from elsewhere in the law enforcement community, as well as training by the Commanding Officer and Cadet Corps staff. The training dates also provide an important opportunity for the Cadet Corps to handle administrative matters critical to helping cadets successfully complete the program.

The primary purposes of the monthly training are to continue to instill and reaffirm a sense of mission in the cadets, and to continue to expose them to exciting and different aspects of law enforcement. Examples of topics already covered in the 1993-1994 academic year are: police and the press; crime scene investigations; the functions of the Detective Bureau; the Mollen Commission and anti-corruption efforts within the Department; cults and the occult; an overview of firearms issues and tactics, etc.

Special Training Events

In addition to the required, scheduled training cadets receive each month, cadets participate in special, periodic Department training events. Cadets are active participants in such activities as mobilization exercises for disasters and civil disturbances. For example, each year at least 100 cadets participate as victims in the Office of Emergency Management's mock disaster exercise (in 1993, a simulated plane crash near LaGuardia Airport). Cadets have participated as mock demonstrators in eight mobilization exercises conducted by the Office of Management Analysis and Planning in 1993. Finally, cadets on occasion will participate in special field training details not ordinarily incorporated in monthly or summer training, such as visits to the morgue or a specialized Department unit like the Mounted Unit.

ADDENDA

1. Police Cadet Corps Ethnicity and Gender Data
2. Police Cadet Corps 1994 Planning Report
3. Police Cadet Corps 1993 Program Summary
4. September, 1992 Report of the Police Foundation on the
New York City Police Cadet Corps
5. Webber Seavey Award Application - May, 1993
6. New York City Department of Personnel Official Job
Specifications for Police Cadet (Programs I and II)
7. 1990 Magazine Profile of Police Cadet Corps from
"Spring 3100," N.Y.P.D.'s Official Magazine
8. Police Cadet Corps Newsletters
9. Police Cadet Corps Staff
10. Police Cadet Corps Recruitment Letter and Brochure

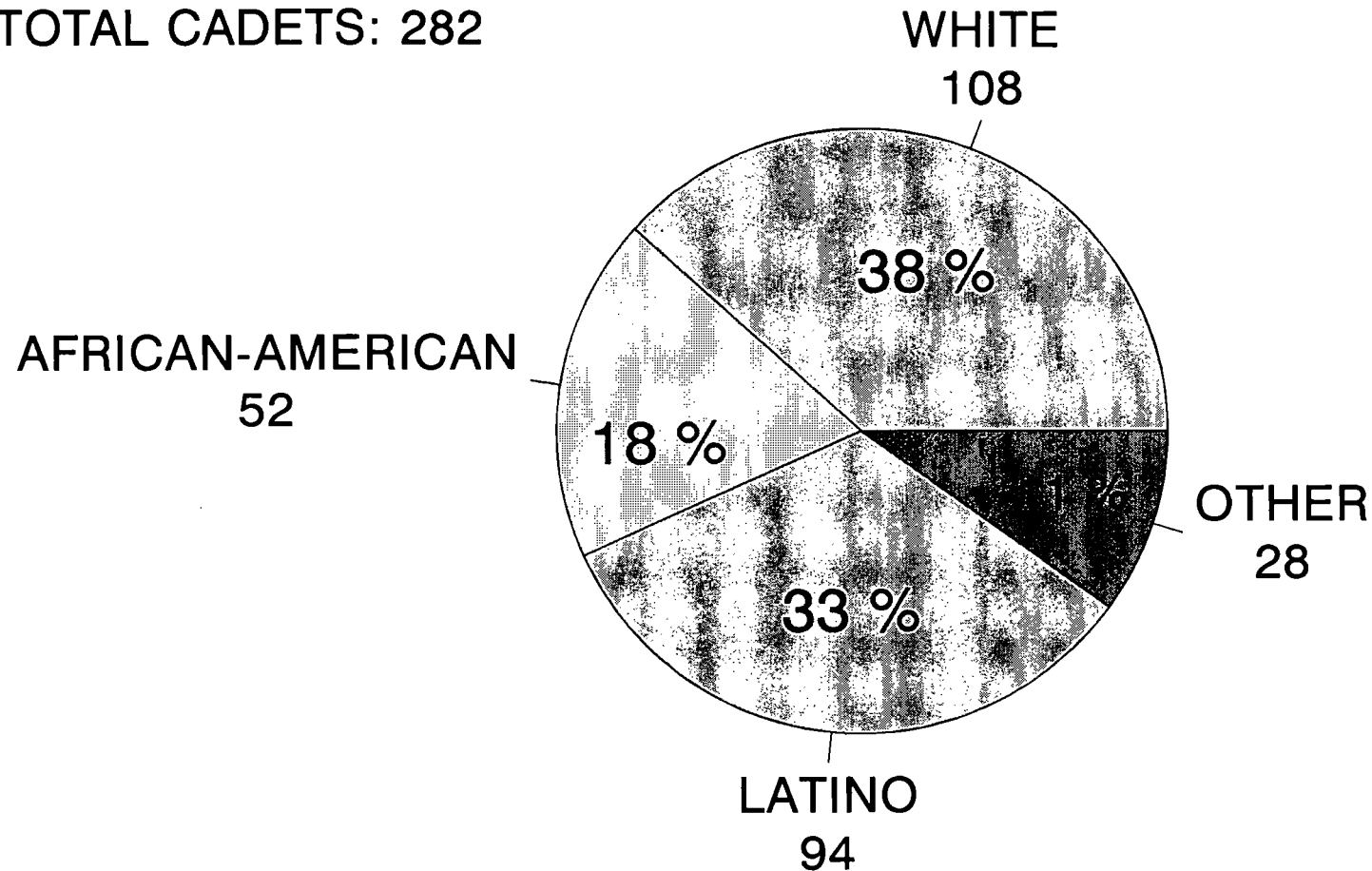
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**Police Cadet Corps
Ethnicity and Gender Data**

POLICE CADET CORPS.

ETHNIC BREAKDOWN OF ACTIVE CADETS

TOTAL CADETS: 282

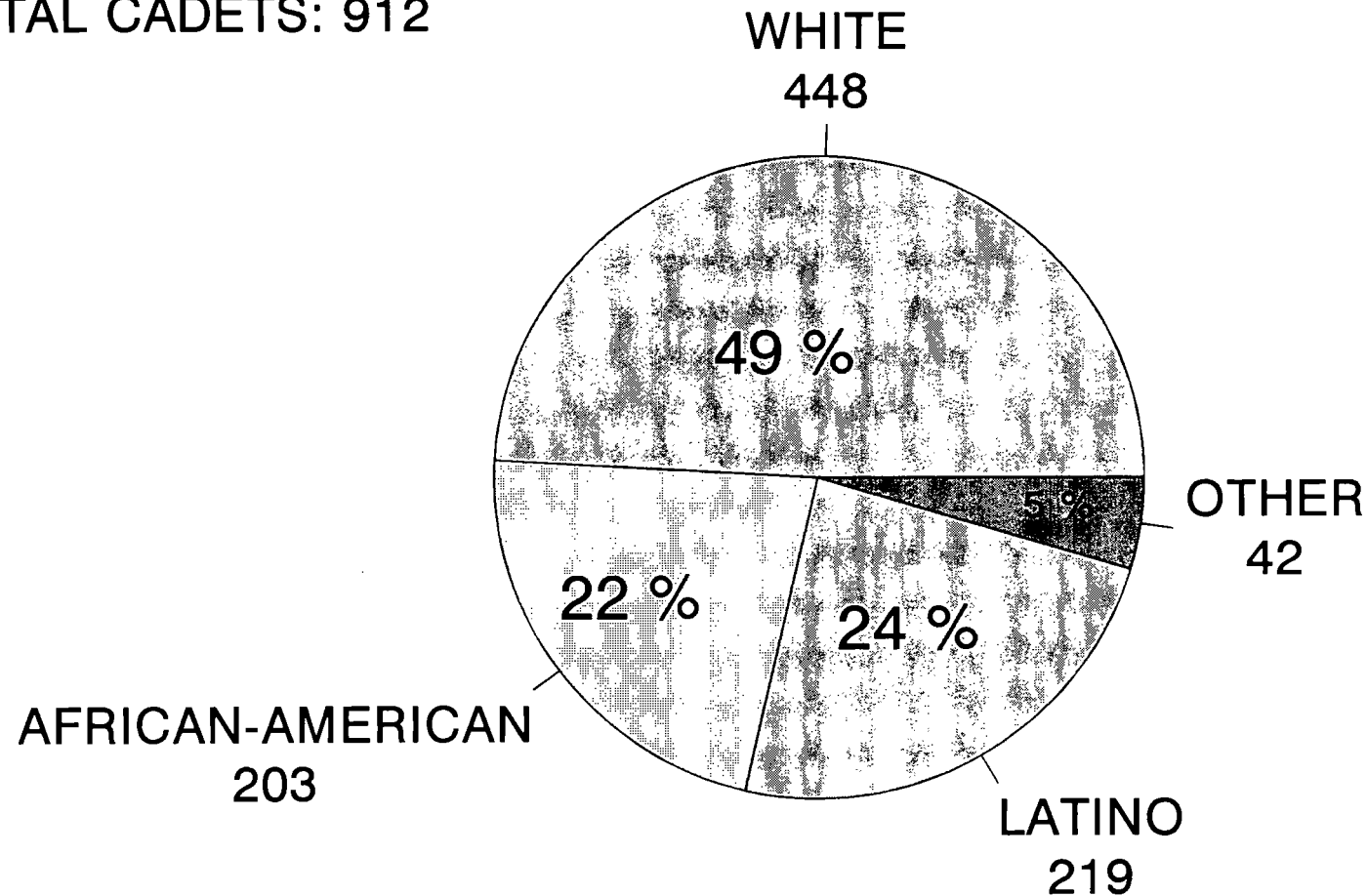


(PROGRAM I AND II)

POLICE CADET CORPS.

ETHNIC BREAKDOWN OF TOTAL CADETS HIRED FROM 1986 TO DATE

TOTAL CADETS: 912

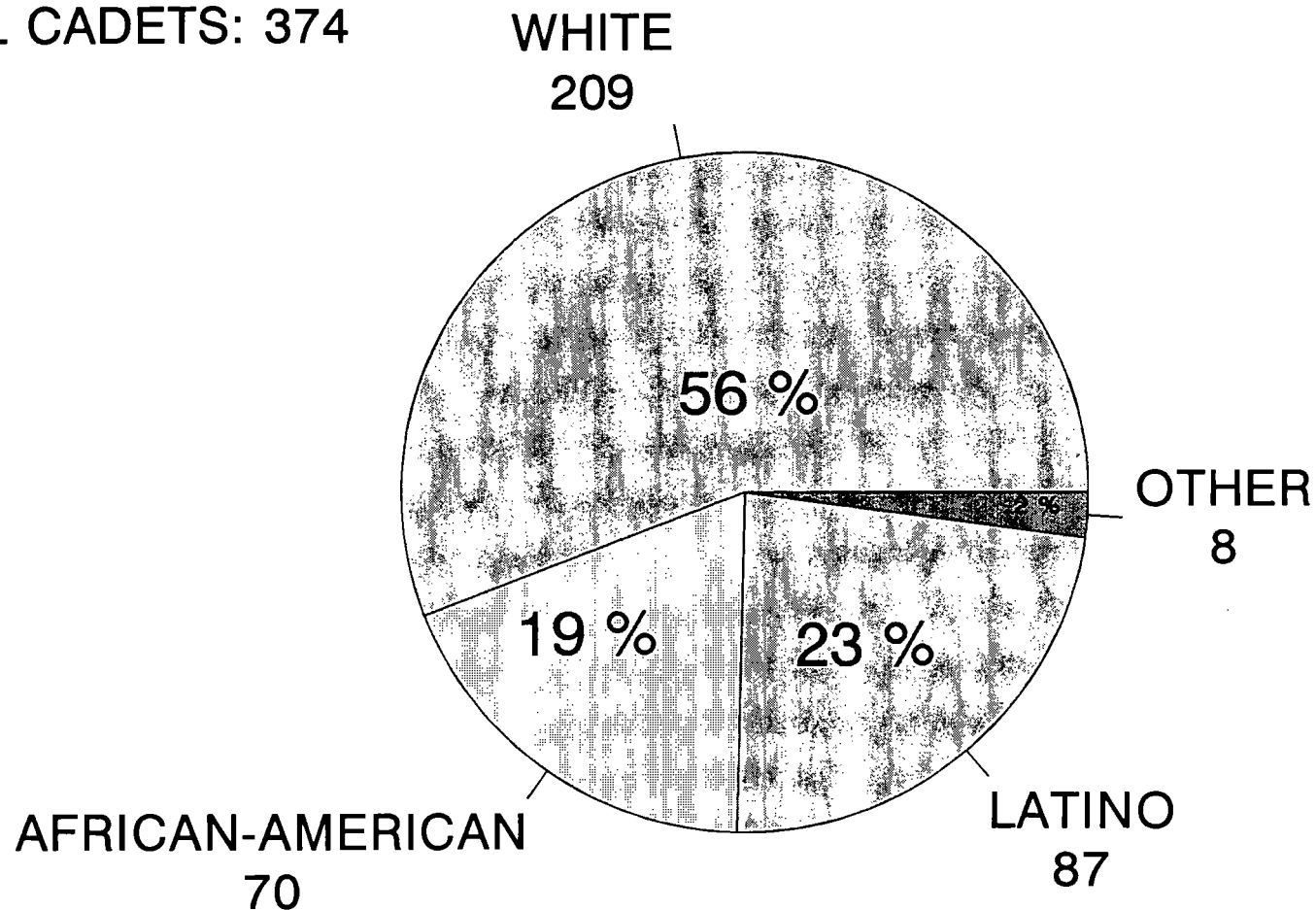


PROGRAM II (BACHELOR-DEGREE CADETS)

POLICE CADET CORPS.

ETHNIC BREAKDOWN OF TOTAL CADETS PROMOTED TO POLICE OFFICER FROM 1986 TO DATE

TOTAL CADETS: 374

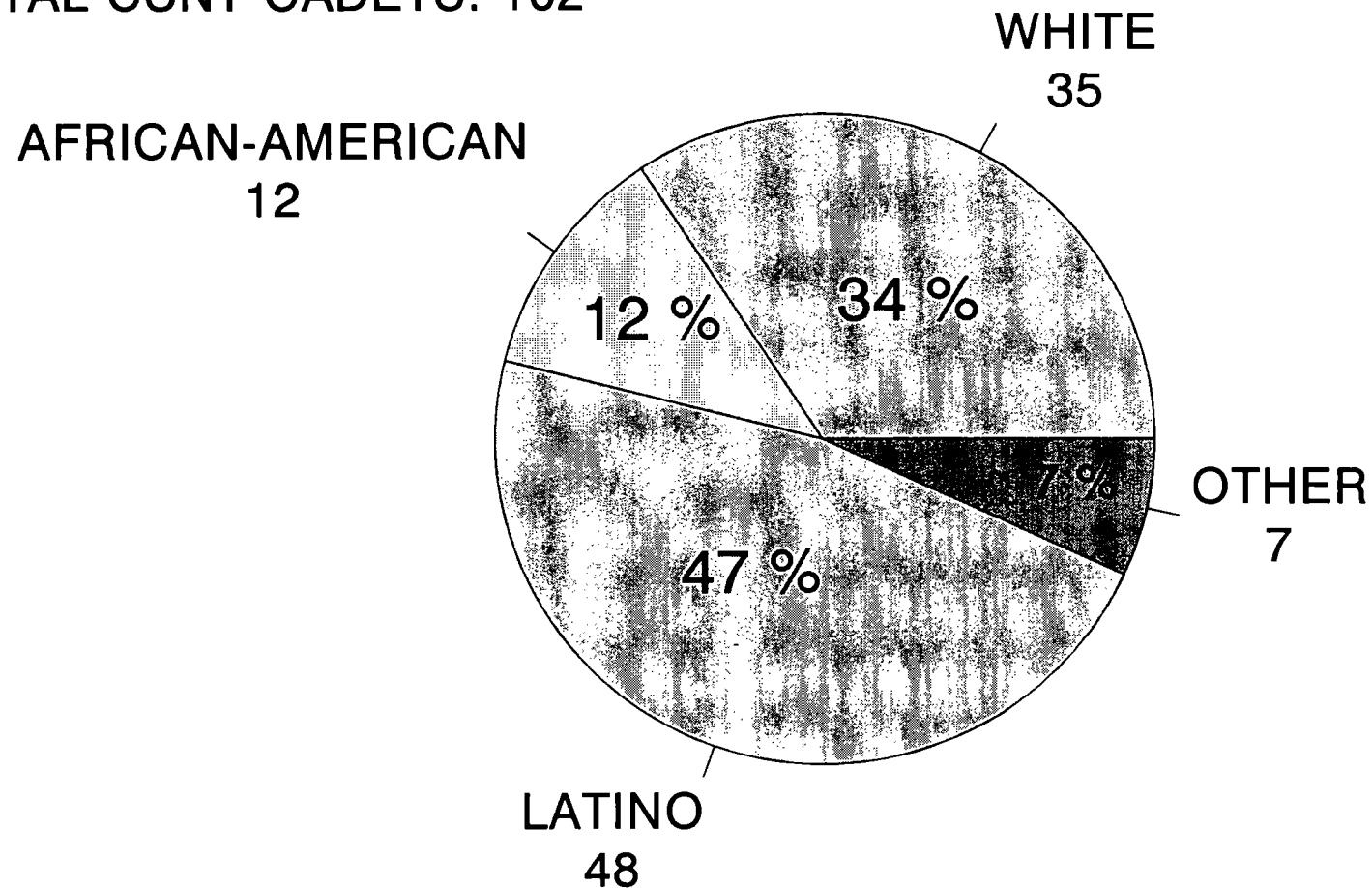


PROGRAM II (BACHELOR-DEGREE CADETS)

POLICE CADET CORPS.

ETHNIC BREAKDOWN OF ACTIVE PROGRAM I (ASSOCIATE-DEGREE) CADETS

TOTAL CUNY CADETS: 102

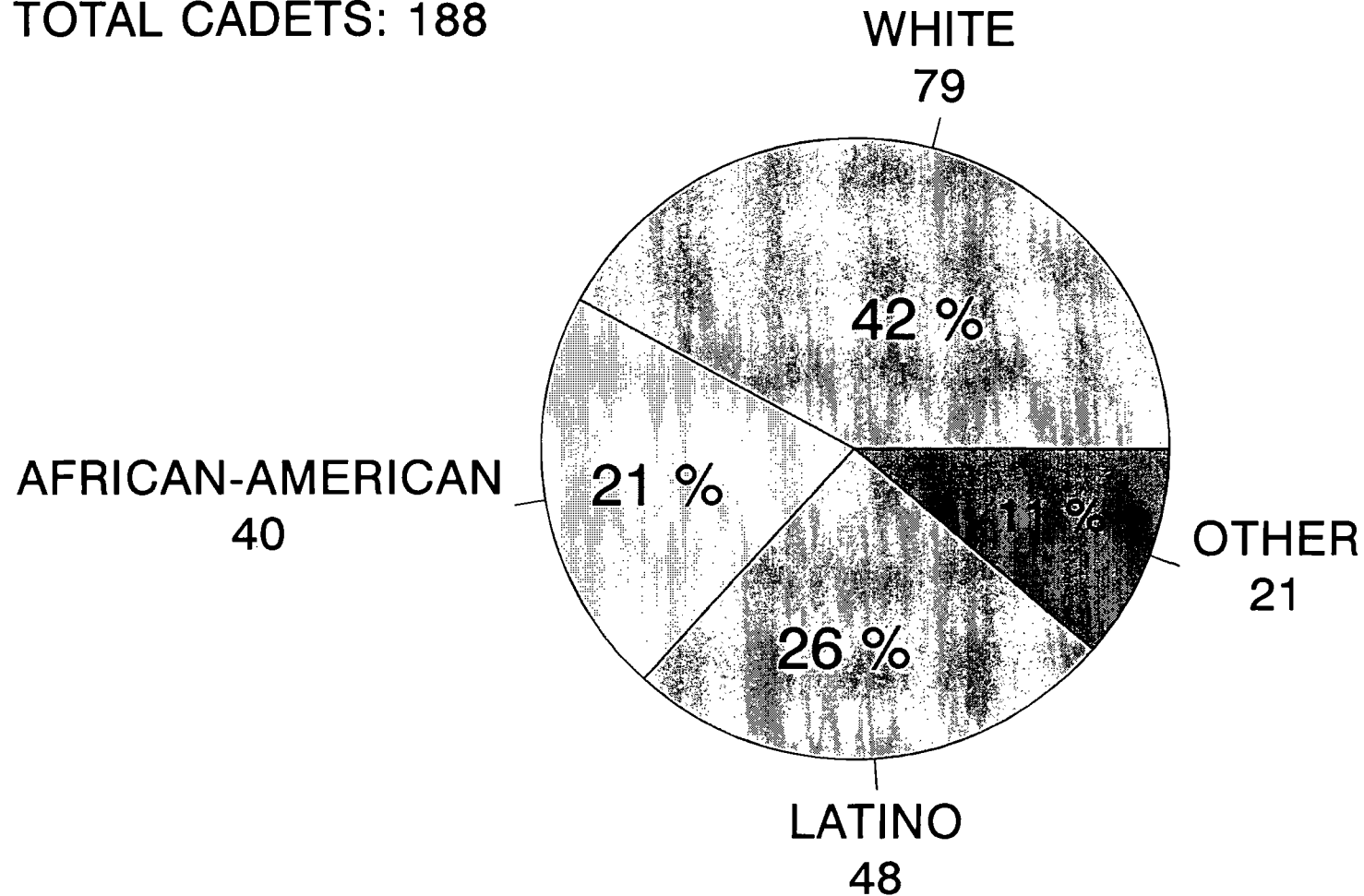


DECEMBER 1993

POLICE CADET CORPS.

ETHNIC BREAKDOWN OF ACTIVE PROGRAM II (BACHELOR-DEGREE) CADETS

TOTAL CADETS: 188



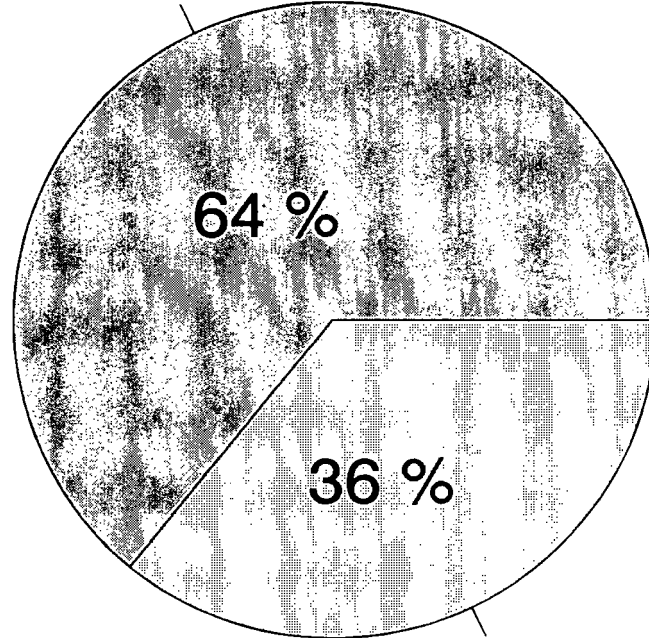
DECEMBER 1993

POLICE CADET CORPS.

GENDER BREAKDOWN OF ALL ACTIVE CADETS

TOTAL CADETS: 282

MALE
181



FEMALE
101

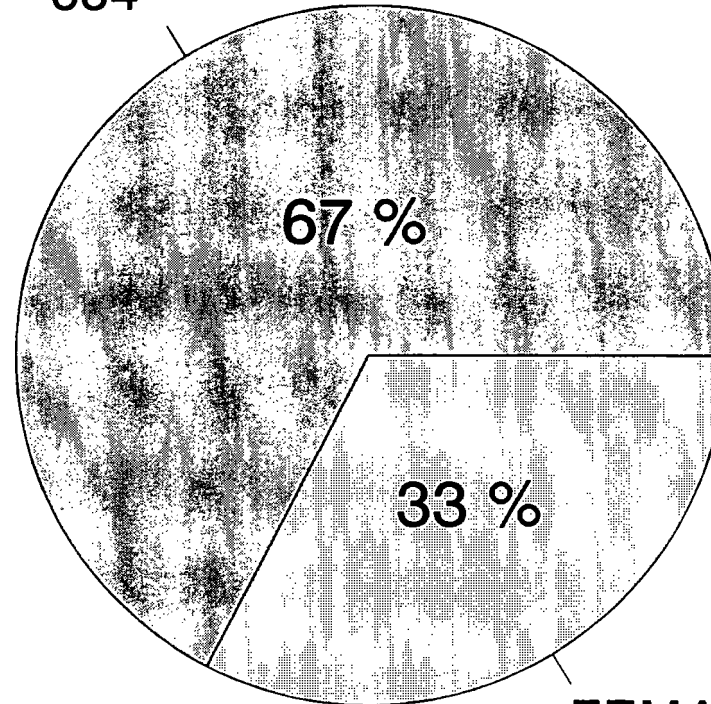
(PROGRAM I AND II COMBINED)

POLICE CADET CORPS.

GENDER BREAKDOWN OF TOTAL CADETS PROMOTED TO POLICE OFFICER FROM 1986 TO DATE

TOTAL CADETS: 1,014

MALE
684



FEMALE
330

DECEMBER 1993

ADDENDUM NUMBER 2

**Police Cadet Corps
1994 Planning Report**

POLICE CADET CORPS
ANNUAL PLANNING REPORT
FEBRUARY 11, 1994

The mission of the Police Cadet Corps is: 1) to recruit, select and train the best available college students to become police cadets; 2) to monitor, guide and counsel these cadets during their two-year tenure in the Department, while they attend college full time and perform cadet duties part time in precincts; 3) to indoctrinate cadets regarding the systems, processes and culture of the N.Y.P.D.; 4) to increase diversity within the Department by actively recruiting minorities and women to join the Cadet Corps; 5) to develop leadership skills among cadets to prepare them to become the future leaders of the Department; and 6) to ensure that as many fully qualified cadets as possible achieve their college degrees, are promoted to police officer, and embark on a full career with the Department.

I KEY WORK RESPONSIBILITIES (priority order)

The Key Work Responsibilities of the Police Cadet Corps remain the same in 1994 as they were in 1993. However, some changes occurred in 1994 that modify slightly the description of these responsibilities.

Regarding Item C, "Training," for reasons discussed in this report, the five-day leadership seminar, known as the "Leadership Reaction Course," was reduced to a three-day course in 1993 and will remain so in 1994.

Regarding Item D, "Processing," the processing steps described in the 1993 report are unchanged, but the number of candidates and the corresponding volume of work increased in 1993, and will likely increase again in 1994. The Cadet Corps anticipates that approximately 6,000 college students will apply for the Senior Cadet program (Program 2), of which approximately 1,200 applicants will be viable candidates that merit full processing by the Cadet Corps and the Applicant Processing Division. In addition, 1,200 viable candidates will likely apply for the CUNY Cadet Program (Program 1) and will also require processing. The Cadet Corps will hire approximately 100 Program 2 cadets in June, 1994, and CUNY will hire 60 to 140 Program 1 cadets some time in FY 1995, depending upon the final budget.

Regarding Item G, "Loan Program," the proposal to shift the collection burden to the Deputy Commissioner of Management and Budget, discussed in the 1993 report, has since been rejected by D.C.M.B. This function is now a permanent responsibility of the Cadet Corps.

II PERFORMANCE OBJECTIVES AND METHODOLOGY FOR 1994

A. Objective Number 1: Successful Completion of the Cadet Corps Program

1. Objectives

- a. The Cadet Corps anticipates that 160 cadets, who have been identified as potential college graduates in 1994, will be promoted to police officer. Although some may choose not to

accept appointment as a police officer, our objective is to have all 160 promoted. They would enter either the February or August Police Academy class, with approximately 80 cadets eligible for each class (Combined Program 1 and Program 2).

- b. The first classes of Program 1 (CUNY) Cadets will be promoted in 1994. There are 30 cadets expected to enter the February class and 34 cadets expected to enter the August class. Our objective is to see all 64 complete their schooling, finish Cadet Corps training and accept appointment as police officers in 1994.
- c. The Cadet Corps continues to improve its attrition rate. For the first five years of the Police Cadet Corps (1985 through 1990), the percentage of cadets who completed the program and were promoted to police officer was approximately 50 percent. There were a total of 639 cadets in the program during these years, of which 312 were promoted. Since 1991, the retention/promotion rate for cadets is 90 percent of the total hired. These figures include Program 1 and 2. Since 1991, 374 cadets have been hired. Fifty-nine (59) of these cadets have been promoted to police officer, and 279 are cadets in good standing who are expected to complete the program and accept appointment as police officers. Of the 36 who left the Cadet Corps, 13 entered the Department through an open-competitive exam. Twenty-three (23), or six percent of those hired since 1991, have resigned.

2. Methodology

a. **Methods Used -**

- 1) The Police Cadet Corps monitors every Police Cadet regarding his or her performance with the Police Department and with his or her college. Beginning in the fall of 1993, the Commanding Officer of the Police Cadet Corps instituted a formal career-counseling process for cadets. The four field supervisors (Sergeants) now conduct a formal, personal interview with each cadet once a year in the fall semester. The purpose of this interview is:
 - * To monitor the progress of each cadet in attaining his/her college degree; and
 - * To monitor the progress of each cadet in completing all Cadet Corps tasks required for promotion; and
 - * To monitor each cadet's progress in fulfilling all other obligations for promotion (e.g., obtaining driver's license and citizenship, passing character, medical and psychological screening); and

- * To enlighten the cadet regarding the requirements for promotion and to motivate and counsel the cadet to succeed in the Cadet Corps.
- 2) Cadets are traditionally evaluated once each year, in June, by their Community Policing supervisors in the precincts in which they work. Because Program 1 (CUNY) cadets are members of the Corps for one year or less, the Commanding Officer of the Cadet Corps has instituted a new evaluation process that ensures their evaluation prior to their promotion, rather than in June. This evaluation is still conducted by supervisors in the precinct to which the cadet is assigned. The new process ensures that all Program 1 cadets have proven that they can perform to the standards of a police officer prior to promotion. These changes now ensure that for both Program 1 and Program 2, no cadet is promoted whose last evaluation does not indicate a rating of "meets standards" or better. (One Program 1 cadet has been held back from her February promotion and placed on probation for this reason.)
- 3) The handling of cadets who have discipline or performance problems is a critical issue for the Cadet Corps because poor performance reflects negatively on the program and indicates that a cadet may not be suited to be a police officer. In 1993, the Commanding Officer developed a consistent method to deal with cadets with serious performance or discipline problems. At the initial stage, the field supervisors play a critical role in defining the performance or discipline problem and in attempting to work out appropriate training and/or discipline at the precinct command. In addition, to the extent a problem reflects a need for new training for the entire Cadet Corps, that need is addressed in the next monthly training session.
- 4) In the case of more serious performance or discipline problems, the formal method now used by the Cadet Corps is as follows: Based on conferral and agreement with the precinct commander, the cadet is transferred to the Cadet Corps to perform administrative and clerical tasks for a two-to-three month period. The precinct command prepares and forwards a "Below Standards" evaluation to the Cadet Corps. The Commanding Officer of the Cadet Corps then meets with the cadet in a formal interview to discuss his or her failings and to advise the cadet that he or she has been placed on a special probation for approximately nine months. This meeting is attended by the field supervisor concerned, the Integrity Control Officer, the Administrative Sergeant and the Executive Officer of the Cadet Corps. The cadet is informed that he or she will be subject to careful evaluation for the three-month period he or she is assigned to the Corps. Provided the cadet meets standards in this assignment, he or she will then be given a final

opportunity to work in the field -- in a new command -- and to prove that he or she is suited to be a police officer. In the new command, the cadet will be evaluated twice over a six-month period and must successfully attain a "Meets Standards" evaluation each time. Failure to do so will result in the Commanding Officer of the Cadet Corps moving to terminate the cadet. Careful follow-up of the cadet's performance is done by the field supervisor concerned and the Integrity Control Officer. The Commanding Officer's conversation with the cadet is memorialized in a memorandum to file. At this time, four cadets are in this special-probation status, two in the field and two assigned to the Cadet Corps office.

- 5) The ultimate solution to the most serious performance or discipline problems is termination. In 1993, two cadets were offered and accepted resignation in lieu of termination after they were arrested and charged with larcenies while off duty.

b. Timetable -

It is anticipated that there will be two recruit classes in 1994, in February and August. Eighty (80) cadets have been identified as graduating from their colleges prior to March. It is estimated that a second group of 80 cadets will be eligible for promotion in August.

c. Obstacles -

- 1) There is an attitude among some Program 2 cadets that they do not feel compelled to graduate from their college in June of their second year in the Cadet Corps. (In addition, 30 Program 1 cadets entered the Department in July, 1993 without sufficient credits to graduate in one year.) Since the Cadet Corps hires its new cadets once each year in June, this failure to graduate within the appropriate time frame (Program 1, one year; Program 2, two years) limits the number of new cadets that can be hired. Any funds used to pay the salaries of cadets who need an extra year to graduate are not available to hire cadet replacements.
- 2) Additional equipment to aid in the supervision of cadets is needed. A second vehicle was temporarily assigned to the Cadet Corps for a three-month period in 1993 and proved to be invaluable. A second vehicle permanently assigned could greatly enhance supervision. Two requests for two cellular phones have been submitted. The first was denied in October. The second request is pending. These phones would also enhance supervision in the field.

- 3) A final obstacle for approximately 30 Program 1 cadet promotions is the uncertainty of funding in FY 1995. These are the 30 cadets who entered Phase 2 on July 1, 1993, when they became Department employees and new N.Y.P.D. cadets. These 30 cadets will not have achieved their associate degrees by June or even August of 1994. Because funding for the CUNY Cadet Corps is uncertain in FY 1995, there is the potential that these cadets will be cut from the program. However, the Mayor's preliminary FY 1995 Budget, released on February 1, retains the funding for the CUNY Program.

d. Remedies -

- 1) Supervision and Monitoring - Enhanced supervision and monitoring of both college and Department performance by Cadet Corps Field Supervisors is critical to keeping cadets on track for their estimated graduation date. Field supervisors now conduct formal career-counseling interviews with each cadet in the fall of each year. To ensure that the field supervisors fulfill their counseling and mentoring responsibility with each cadet throughout the year, the formal interview and subsequent follow-up sessions are recorded on a new form, entitled "Educational/Personal Cadet Profile Sheet," that is maintained in the Cadet Corps' personal folder for each cadet (Sample attached). The sergeants are expected to maintain and update the form, and to have it readily available for the Commanding Officer to review should a personnel or performance issue or problem arise with a particular cadet. The form documents comprehensive information on cadets, such as credits earned per semester, applicant processing data, efforts to obtain citizenship and driver's license, transfers and special assignments, performance evaluations, etc.

While the official version of this form must be kept in the cadet's official personal folder, field supervisors maintain a second copy in the folder they keep with their own notes and details on each cadet. The "Comments" section of the form is used to record the date of each career-counseling interview, including the name of the sergeant doing the interview and a brief summary of the course of action agreed upon by the sergeant and cadet. The formal interview with each cadet must occur once a year in the fall semester, but the form is periodically updated as the field supervisor conducts follow-up interviews and becomes aware of changes in the cadet's status.

The most important value of this form is that it requires the cadet and the field supervisor to have a

specific plan and credit schedule that demands the best effort possible from the cadet to graduate "on time."

- 2) Another form that was devised is the "Field Assignment Report." The purpose of this form is to document how sergeants spend their time in the field. It must be prepared for each location visited while on a field assignment. The form is to be submitted for review by the Integrity Control Officer, the Executive Officer and the Commanding Officer of the Cadet Corps. The form is also an opportunity to record the results of less formal counseling with individual cadets.
- 3) Regarding the CUNY Cadet Corps budget, in late December the Commanding Officer of the Cadet Corps negotiated an agreement with the Dean of Special Programs for CUNY in which the 30 Program 1 holdover cadets for FY 1995 would be fully funded, provided that the FY 1995 CUNY Cadet Corps budget is not further cut from its budgeted \$1.2 million. A copy of the agreement is attached as an addendum. It provides for full-time summer employment for 64 CUNY cadets, 34 of whom will enter the Academy in August, with the remaining 30 staying in the Cadet Corps until they finish their degrees sometime in the 1994-1995 academic year. The agreement also provides that CUNY will roll over to the Department 60 new Phase 2 cadets on July 1, 1994. This plan has been made part of the Mayor's February 1 preliminary Budget for FY 1995.

B. Objective Number 2: Full Integration Of Program 1 (CUNY) Cadets Into The NYPD

1. Objectives

- a. There are presently 92 Program 1 Cadets in the Cadet Corps. It is the Cadet Corps' objective to have 64 of these cadets graduate in time to be promoted in either February or August. The remaining 28 cadets do not have sufficient credits to graduate until January or June, 1995. They have been advised that due to fiscal constraints, funding for their continuation in this program may be in jeopardy.
- b. One hundred and five (105) new Phase 1 CUNY cadets were hired by the City University in January, 1994. Of these cadets, approximately 60 will be hired as Phase 2 cadets by this Department on July 1, 1994. This, too, depends on a favorable budget situation. This will be the second group of Phase 2 CUNY cadets, and the Corps' objective is to apply the lessons of the summer of 1993 and to improve the manner in which we integrate these cadets into the

regular Cadet Corps experience.

- c. The long-term future of Program 1 must be resolved in 1994. Our Department's objective is to change Program 1 from a two-year to a four-year degree program. The Commanding Officer of the Cadet Corps continues to negotiate the details of such a change with CUNY officials.

2. Methodology

a. **Methods Used -**

- 1) Thirty (30) CUNY cadets have been identified as having graduated or will graduate by February, 1994. They will be promoted on February 25, 1994. Thirty four (34) CUNY Cadets have been identified as graduating in June, 1994 and will be promoted in August and appointed to the recruit class. These 64 cadets are being carefully monitored and counseled by their field supervisors to ensure that they take enough credits to achieve their degrees in time to graduate. The Cadet Corps has also enlisted the support of the CUNY coordinators in each participating school to conduct a personal interview with each CUNY cadet to review transcripts and credit schedules. The remaining CUNY Cadets who are unlikely to be promoted by August are also being similarly counseled by the Cadet Corps and by CUNY.
- 2) On July 1, 1994, approximately 60 Phase 1 CUNY Cadets will be hired by the NYPD to be Police Cadets.
- 3) Senior Cadets who were CUNY Cadets will be used as trainers and role models to assist in this transition period.
- 4) The Police Cadet Corps will increase its involvement in the training of CUNY cadets in Phase 1 throughout the spring of 1994.
- 5) CUNY Cadets will be trained in joint sessions with senior cadets, beginning in April.
- 6) Negotiations with the City University are underway in an effort to alter Program 1 to a four-year degree program.

b. **Timetable -**

- 1) Program 1 Cadets will be promoted in February and August, 1994.

- 2) Phase 1 Cadets will become Phase 2 (NYPD) Police Cadets on July 1, 1994.
- 3) Should CUNY agree to a four-year degree program, 60 to 140 new cadets could be hired on July 1, 1994, depending upon the size of the FY 1995 budget and the number of fully processed and qualified candidates.

c. Obstacles -

There are several obstacles to integrating Program 1 Cadets into the Police Department. These are:

- 1) The large number of cadets combined in both Programs. In addition to the 80 plus senior cadets to be hired this summer, there will be approximately 60 Phase 2 CUNY cadets and up to 140 new Phase 1 CUNY Cadets.
- 2) The CUNY hire of 105 cadets in January allows them only six months in Phase 1. This lessens the time CUNY has available to train and evaluate these cadets. CUNY will have to select the best 60 cadets to pass on to the Department on July 1.
- 3) A third of the CUNY cadets working for the NYPD do not have enough credits to graduate by June, 1994. Because they will linger in the program for another year, they will be a significant drain on the budget.
- 4) Negotiations to move to a four-year degree program are contrary to the interests of the CUNY junior colleges that participate in the program. Significant resistance from these schools can be anticipated.
- 5) Allocation of space for training is a major potential problem, since it is expected that a recruit class will be in the Academy during the summer of 1994.
- 6) S.P.E.C.D.A. Division police officers have proven to be excellent in training and supervising cadets during 10 weeks of full-time summer training. However, in the past summer of 1993, only three officers were assigned when as many as 10 were needed to run the training effectively.

d. Remedies -

- 1) The Cadet Corps has requested the temporary transfer of 10 Police Officers from the S.P.E.C.D.A. Division to the Police Cadet Corps for the summer of 1994. The officers will be assigned as the trainers and supervisors of companies of new cadets. Senior cadets,

including some Program 1 cadets, will be assigned to each company to assist the S.P.E.C.D.A. Police Officers in training and supervising the new cadets.

- 2) The Police Academy is attempting to make space available for training during July and August, 1994. Depending on the size of the cadet class, training may have to take place at other sites. The Cadet Corps is exploring the possible use of John Jay College.
- 3) The Cadet Corps is working with the City University to ensure that Program 1 cadets have sufficient credits to graduate in a timely fashion. This involves the career-counseling interviews and the assistance of CUNY coordinators from each participating school. These coordinators are conducting their own reviews of transcripts and interviews with cadets.
- 4) The Cadet Corps is expanding its role in the training of the newly-hired Phase 1 CUNY cadets. The Commanding Officer and staff of the Cadet Corps will conduct about 25 hours of training with these cadets before July 1. They will also attend three full days of joint training with Program 2 cadets. Finally, they will receive 5 to 10 hours of training by guest lecturers from specialized units in the Department.

C. Objective Number 3: Creation Of A System For Tracking And Analyzing Cadet Performance

1. Objective

The Police Cadet Corps is developing a process to track and evaluate the careers of cadets who have been promoted to Police Officers. The purpose of this is to evaluate the Cadet Corps to determine if it is indeed developing higher-caliber police officers and future leaders of the Department.

2. Methodology

a. Methods Used -

- 1) At the request of the Police Cadet Corps, the Chief of Personnel has directed the Career Program Unit to conduct comprehensive, career-counseling interviews with all former cadets who have reached the two-year and four-year marks as police officers. These interviews began in September, 1993. For these interviews, the Cadet Corps developed a questionnaire regarding the cadet experience. The results of these surveys will be analyzed in 1994 to

determine the effectiveness of the program and to gain insight into how cadets feel the Corps has had a positive or negative impact on their careers.

The career-counseling interviews are serving another purpose -- affording the former cadets with four years of service as police officers the opportunity to apply for specialized units such as the Narcotics Division or Emergency Service. The Commanding Officer of the Career Program Unit has made a commitment to the Cadet Corps that any cadet who has a positive performance and sick record will be guaranteed such an interview if he or she requests it, even if the unit concerned has no openings at the time. As a result of the interviews that began in September, approximately 34 former cadets have been transferred to specialized units, with the most going to the Narcotics Division.

The significance of this new career path has not been lost on the current cadets. All of them are aware that they will have an opportunity to vie for specialized units after four years service as police officers. It has been well publicized in the Cadet Corps Newsletter and is a topic of great concern at meetings of the new Fraternal Organization. It has also become a significant incentive for cadets who are deciding whether to stay in the program and finish their degrees or exit early and accept an open-competitive appointment to police officer. The cadets are well aware that if they leave early and are appointed through the open-competitive process, they cannot take advantage of this career path.

- 2) The office of the Chief of Personnel also conducted a sample study in 1993 of 53 former cadets who graduated from the Police Academy during the period January 13, 1993 through June 30, 1992. In several traditional measures of performance (e.g., sick record, medals, civilian complaints, ratings on evaluations, etc.), the former cadets were found to perform better than their non-cadet peers with whom they graduated the Academy.
- 3) The Cadet Corps has undertaken two new initiatives to track and study the performance of former cadets and to compare such performance against similarly-situated, non-cadet peers.
 - a) In December, 1993, the Management Information Systems Division (M.I.S.D.) was asked to design a permanent computerized tracking program for all former cadets that would combine personnel data that exists

separately in seven different computer systems throughout the Department. The data in these systems concerns information on residence, assignments, sick history, civilian complaints, medals, Central Personnel Index points, internal affairs investigations, disciplinary records, etc. The system, once designed, will have the capacity to query just about any personnel information the Department has in any computer databank on any one cadet or group of cadets. It will be continuously updated as more cadets graduate and become police officers. In time, it should become a Cadet Corps fixture, and should provide this command with the ability to do comprehensive analysis of cadet performance and to alter cadet training where trends indicate such a need. M.I.S.D. has indicated that the new tracking system should be ready some time in 1994.

b) As an interim study while the M.I.S.D. project proceeds, the Cadet Corps has undertaken its own analysis of 60 randomly selected former cadets. We have gathered the comprehensive personnel data as described above and will do a hand analysis on this small sample to determine performance trends.

b. Timetable -

The study of the sample of 60 former cadets should be completed and a report forwarded to the Police Commissioner, Deputy Commissioner of Training and Chief of Personnel by May 1, 1994. The comprehensive computer tracking system to be designed by M.I.S.D. should be operational by December 31, 1994.

c. Obstacles -

- 1) The Cadet Corps must allocate resources to conduct the survey of the sample 60 cadets in addition to its ongoing assignments.
- 2) The Cadet Corps must rely on M.I.S.D. and other units to produce the necessary information, to merge computer data and to design a new system.
- 3) The Cadet Corps will eventually require a terminal link to the M.I.S.D. main-frame computer, and it is unclear how this computer hardware will be paid for.

d. Remedies -

- 1) The Cadet Corps is assigning sergeants and cadets to the task of studying the data available for the sample of 60 former cadets.

- 2) The Cadet Corps is working closely with personnel from M.I.S.D. The two units are meeting regularly to discuss the proper direction of the project.

III SUMMARY

The Police Cadet Corps gives college students a chance to experience the challenges and personal rewards of a career with the New York Police Department. In turn, the Department acquires a cadre of college-educated police officers. The Police Cadet Corps is responsible for the entire recruitment process. This includes recruiting, processing, selecting, training, retaining and promoting cadets, and collecting tuition loans.

The primary objectives of the Cadet Corps for 1994 include the successful completion of the Cadet Corps by currently enrolled cadets; the full integration of Program 1 (CUNY) Cadets into the Police Department; and the creation of a tracking system for former cadets.

In addition to these primary objectives, the Cadet Corps will also pursue the following additional projects and initiatives in 1994:

- * With the assistance of the Deputy Commissioner of Legal Matters, the Cadet Corps will apply to the federal government for grant money to hire additional cadets to be funded through the National and Community Service Trust Act of 1993.

- * The program in which 25 cadets work 21 hours a month in the Domestic Violence Prevention Program in 12 precincts under the guidance of the Victim Services Agency will become a permanent internship within the Corps. This program began as a pilot project/summer initiative in 1993.

- * The Cadet Corps Newsletter, republished in 1993 after a three-year hiatus, will be published three more times in 1994.

- * To ensure that cadets who work as undercover for the Public Morals Division are properly notified and appear in Criminal Court or before the State Liquor Authority when needed to testify, the Cadet Corps will become the formal clearinghouse for all such notifications. Cadets will report to the Corps office for each appearance, will receive training in courtroom testimony and will be delivered to court for hearings. The Cadet Corps developed a protocol with the Public Morals Division and the Criminal Justice Bureau that became effective on February 1. The Corps will do a three-month study of the effectiveness of this program in May.

- * The performance of former cadets who took the October, 1993 sergeants exam will be analyzed to determine whether their cadet experience enhanced their potential for success on civil service exams.

- * The Leadership Reaction Course will be given to all new cadets this summer, thereby ensuring for the first time that all members of the Corps have received this training. (Last July, the LRC was reduced to a three-

day course so that it could be included in summer training for all new cadets.)

* The Cadet Corps will offer the LRC to select units within the Department that can benefit from its team-building lessons, such as Narcotics Division modules or Community Policing Units in precincts.

* The Cadet Corps will participate in the New York State Mentoring Program, in which volunteer cadets will begin a two-year, one-on-one association with troubled junior-high students who can benefit from a continuing dialogue with adult role models.

* The Cadet Corps will assist the new fraternal organization, the Society of Cadets and Alumni, in their effort to gain stature and legitimacy within the Department.

* The Cadet Corps will put out for bid a new uniform contract to outfit cadets for another two years.

* The Cadet Corps will complete its integration of its multiple computer databases into its new Local Area Network (LAN).

ADDENDUM NUMBER 3

**Police Cadet Corps
1993 Program Summary**

THE POLICE CADET CORPS

PROGRAM SUMMARY

NEW YORK CITY POLICE DEPARTMENT

JANUARY, 1993

On September 3, 1985, Mayor Edward I. Koch and Police Commissioner Benjamin Ward announced the inauguration of the Police Cadet Corps, a program designed to recruit students from colleges and universities in New York City, Westchester and Nassau Counties to become police officers and future leaders in the New York City Police Department.

The Police Department developed the Police Cadet Corps plan after reviewing two similar proposals -- the Police Corps program, and the Police Cadet program. We developed a model tailored to the current and future needs of the Police Department. The result was the Police Cadet Corps.

DESCRIPTION OF THE POLICE CADET CORPS

This is how the Police Cadet Corps works:

I. The Broad Outline.

The Police Department reaches out in many ways to all New York City, Nassau and Westchester college students in their sophomore year and makes them this offer: If you're interested in getting a real taste of what community-oriented policing is all about, leading to a police leadership career after graduation, the City will contribute over \$18,500 toward your college education over the next two years. Of this amount, \$4,000 is in the form of a loan that will be forgiven after two years service as a New York City police officer. (The amount of the loan is referenced to the level of tuition at the **City University of New York**, currently about \$1,000. a semester.) The remaining \$14,500. is in the form of payment for participation as a cadet in the Police Cadet Corps --a two-year apprenticeship program in which cadets are paid \$8.42 per hour.

Once accepted by the Police Cadet Corps, the student is expected to take the next police officer's entrance exam. After passing the exam, successfully completing the Police Cadet Corps program, and completing his or her Baccalaureate degree requirements, the cadet is eligible to be promoted and join the next class entering the Police Academy.

II. The Cadet Corps Cycle.

The two-year apprenticeship in the Police Cadet Corps includes a school year program and a summer program. During the summer between their sophomore and junior years, the cadets receive 8 weeks of entry-level training and orientation. One part of the orientation features a specially designed, comprehensive **Leadership Laboratory**. This training builds group identity among the cadets, develops leadership potential, and prepares the cadets for their field experience. The entry level training also includes courses in radio

communication, Department policy and procedures, burglary prevention, latent prints, victimology and basic leadership.

The last 2 weeks of the summer, the Cadets train in one of the Community Policing Units in precincts throughout the City. (Under the Community Policing Program, individual officers are assigned to permanent beats of about fifteen square blocks to work with the community in developing crime control and quality of life strategies.) The cadets are assigned in small groups to work as adjuncts to the Beat Officer. The cadet's work is community-service oriented and includes crime prevention surveys, service referrals, working with community youth and civic organizations, and assisting a Latent Print Specialist on past burglaries.

When cadets return to school and begin their junior and senior years, they can work 60 hours per month for the Department. Seven days per month, they continue their duties with Beat officers and on the third Saturday of each month, from September to May, they report to the Cadet Corps Headquarters at the Police Academy for continuing training. This training has two elements - physical training (nutrition, physical fitness and drill) and police leadership seminars and workshops. The seminars emphasize the importance of critical thinking about policing practices and policies. Cadets get to practice leadership and problem-solving while they get a broad understanding of critical criminal justice issues. These seminars include Causes of Crime, Responses to Crime, Race Relations, Domestic Violence, The Use of Force, and Ethical performance.

During their second summer cadets are exposed to a range of crowd control events (parks, zoos, festival's, parades) as well as to specialized units.

Upon completion of their Baccalaureate degrees, the cadets are eligible to join the next class entering the Police Academy as Police Recruits.

III. Becoming a Cadet.

To be accepted as a cadet in the Police Cadet Corps, a student must pass two thresholds. The student has to pass the medical, psychological, and character qualifications necessary to become a police officer. In addition, the applicant must be a resident of New York City and a student in good standing at a college or university located in New York City, Westchester or Nassau Counties. Those who meet these minimum

standards are considered by the staff of the the Police Cadet Corps and the most qualified candidates are selected to become cadets. We examine the student's academic achievement, motivation, leadership potential, employment references, and professors' recommendations. In addition, screening panels similar to college admissions committees conduct a personal interview with the applicant to determine whether he or she would make a good cadet and, ultimately, a good police officer.

IV. **Becoming a Police Officer.**

Once accepted as a member of the Police Cadet Corps, each cadet must take the next regularly scheduled police entrance exam. While everyone else takes the test as an open competitive exam for any of the three (3) City Police Departments, cadets take the entrance exam as a promotional exam -- for promotion from the position of cadet to that of New York City Police Officer -- and the cadets who pass the exam constitute a separate promotional list that goes in front of the open competitive list.

With this change, the Department can guarantee that the cadets who pass the exam and successfully complete the program will have a job as a police officer in the first recruit class after graduation from college.

THE PROMISE OF THE POLICE CADET CORPS

The Police Cadet Corps program holds great promise for the future of the Department. That promise encompasses several objectives:

I. **Improving the Quality of Recruits.**

The Cadet Corps program is based on an aggressive recruitment philosophy. It assumes that the Police Department deserves nothing but the best that our educational institutions have to offer. The Cadet Corps supports the Department's commitment to the merit and fitness principles; every cadet must take and pass the police officer's exam; every cadet must pass the same rigorous medical, psychological and character standards as a police officer.

II. Increasing the Educational Levels of the Department.

The Police Cadet Corps will increase the overall educational levels of the Police Department. By recruiting people who are already in college, providing them financial assistance in completing their degrees, and conditioning their successful completion of the cadet program upon receipt of a college degree, the Police Cadet Corps guarantees that more police recruits will complete college before entering the Police Academy.

III. Increasing the Diversity of the Uniformed Force.

By drawing exclusively on the City's residents, the Police Cadet Corps will ensure that cadets -- and, by extension, police officers in the future -- are more representative of the racial and ethnic diversity of New York City. The Police Cadet Corps is an equal opportunity recruiter, looking for interested and qualified students of all ethnic groups who live in New York City. By aggressively seeking out talented Blacks, Hispanics, Asians, women, and other under represented groups, the Police Cadet Corps is able to recruit individuals who might not have contemplated a career in policing.

IV. Providing a City Focus.

The Police Cadet Corps strengthens the links between the City's educational institutions and the New York City Police Department. By drawing on New York City, Westchester and Nassau Counties' colleges and universities, and imposing a residency requirement on cadets, the Police Cadet Corps program will increase the proportion of New York City residents in the Police Department. In addition, the Police Cadet Corps draws upon the diversity of liberal arts, technical, and professional colleges and universities that are found in the City, Westchester and Nassau Counties. Finally, by stationing the cadets in Community Policing Units, the Police Cadet Corps provides direct and tangible services to New York's communities.

V. Developing Appropriate Recruit Training Service.

By assigning the cadets to the Community Policing Units, the Police Cadet Corps ensures that their hours of service will be valuable to the community, to the Department, and to them. A short list of tasks for the cadets includes: organizing tenant and block associations; serving as a liaison between the community, the New York Police Department and other City agencies; distributing crime prevention information to the

community; conducting precinct surveys regarding defective street lights, traffic lights, potholes, etc.; escorting groups of senior citizens; assisting in the precinct's youth programs; and providing information at large public events or tourist centers. These and other appropriate community needs are continually being identified by the Beat Officers for the cadets.

In addition, by assigning the cadets to work with the Beat Officers, the Cadet Corps program is teaming the cadets with some of the Department's most experienced, knowledgeable, energetic and motivated officers. This training experience is invaluable. After one year of cadet service, the cadet who becomes a police officer will have developed a sense of self, a level of maturity, and a knowledge of the Department and of the City that will serve as a firm foundation for a career in law enforcement.

In conclusion, the Police Cadet Corps promises to attract to the New York City Police Department a group of people who have experienced community service and demonstrated their interest in law enforcement; who have attained a baccalaureate level of educational achievement; who have demonstrated a commitment to the City, and who have made their career choices based on mature reflection and a sincere commitment to a critically important calling.

ADDENDUM NUMBER 4

**September, 1992 Report of the Police Foundation
On the New York City Police Cadet Corps**

POLICE FOUNDATION

September 1992

R E P O R T S

Reconciling Higher Educational Standards and Minority Recruitment: The New York City Model

Introduction

by Hubert Williams

President, Police Foundation

The New York City Police Department's Cadet Corps is an innovative program designed to bring officers with higher levels of education into the ranks of the nation's largest police department.

It is a modest program given the size of the police force, but its implications are greater than its size would indicate. The Cadet Corps is the best effort to date to prove or disprove the long controversial theory that better educated recruits will make better police officers. While it may seem logical to some that degreed officers will make better police managers, there are others who might differ. But, the premise that college education will improve an officer's performance *on the beat* is even more hotly disputed.

As this report points out, it is much too early to settle that dispute. Only extended evaluation of the cadets, their careers, and those of their counterparts will render a definitive answer to the question.

Our study of the Cadet Corps program has already rendered some valuable findings, however. One that we highlight in this Police Foundation Report is the ability of the program to recruit college students while addressing racial imbalances frequently found in the sworn ranks. This should have a positive impact on the attempts by the New York City Police Department to implement community policing, a strategy based in part on the ability of the police force to relate well to the community it serves.

The Cadet Corps program is another indication of the leadership being provided to the law enforcement community by the likes of former NYCPD Commissioner Ben Ward, under whom this program began, and former Commissioner Lee Brown, who continued to support it. Credit must also go to the National Institute of Justice, which funded this study and stands today at the cutting edge of new knowledge about policing. The difference made by these attempts to explore the unknown and measure effectiveness in the policing world makes us better prepared to face the challenges that lie before us than at any other time in our history.

Two goals that many believed were mutually exclusive—raising the level of education among police officers and increasing the representativeness of minorities—may not be so after all.

A Police Foundation study of the New York City Police Department's innovative Police Cadet Corps, funded by the National Institute of Justice and conducted by foundation researchers Antony Pate and Edwin Hamilton, has found that the program brought 217 college graduates onto the force, 16.1 percent of whom were black and 21.7 percent of whom were Hispanic. These percentages were significantly higher than those found in (1) other groups of recruits, (2) all NYPD sworn personnel, and (3) the New York City population. The results in New York run counter to long-held assumptions about recruiting. Many scholars believed that police departments could recruit more college graduates or more minorities, but not both. Sullivan (1989, p. 339), for example, notes that, faced with "evidence that agencies which require higher education for their officers have difficulty in recruiting minorities," it "seems that requiring higher education may have the effect, even when unintended, of discriminating

In 1985, New York City created the Police Cadet Corps, an innovative recruitment program designed to attract college students to careers as police officers. It rested on an idea that has frequently been advanced but seldom stringently tested.

against minority members." Furthermore, as noted by the National Advisory Commission of Higher Education for Police Officers, many police executives oppose college requirements "because fewer blacks than whites hold college degrees, and the requirement might therefore have the impact of disproportionately excluding blacks" (Sherman, et al., 1978, p. 179). The Cadet Corps program may help change these perceptions.

Why a Cadet Corps?

In 1985, New York City created the Police Cadet Corps, an innovative recruitment program designed to attract college students to careers as police officers. It rested on an idea that has frequently been advanced but seldom stringently tested.

The urban riots of the 1960's, many of which stemmed from the misconduct of police officers, spurred long-standing efforts to professionalize the police by raising educational standards. In the riots' aftermath, a number of national commissions endorsed improved training and education for police officers. Many law enforcement agencies have since taken steps to raise the educational level of their personnel. For example, some require applicants for hiring or promotion to have college credits; others give preference to candidates with such credits.

A few decades later, the debate over whether a college degree is desirable for police officers continues. The arguments in favor of higher education are essentially three:

- Higher education would make police officers more effective at their jobs. Proponents of this argument believe that "police science" can be taught, that police bureaucracies require trained specialists, and that a liberal arts education fosters the very qualities police officers need.
- Educated officers would succeed in changing the very nature of policing, reforming it from the inside.
- College education would improve the image of the police and therefore increase the field's respectability, dignity, and status.

Critics of the value of higher education for the police are not hard to find. They argue that (1) academic training is irrelevant to what the police do; (2) many good officers do not have college degrees, while some poor officers do; (3) college graduates will never find police work—periods of monotony punctuated by moments of hostility, danger, and conflict—attractive; and (4) police attitudes are so deeply rooted in the requirements, ethic, and reward structure of policing that education alone cannot change them.

Studies of how college educated police officers do on the job have not settled the issue; the lessons have been inconclusive. There have been few valid studies and their findings can be read in different ways. New York City's Police Cadet Corps offered a welcome opportunity to begin rigorous research on this still unanswered question.

The Cadet Corps Program

The Police Cadet Corps program in New York provided that full-time sophomores in colleges and universities in New York City who were residents of the city could, if they met other qualifications, receive \$9,000 toward their future tuition.

Of this amount, \$6,000 would be in payment for work, and \$3,000 in an interest-free loan that would be forgiven altogether if the cadet served two years as a police officer. They were to be given full-time jobs during the summer at \$5 an hour and part-time employment during the school year, amounting to three days per month.

(After the program began, the cadets' hourly rate was raised from \$5 to \$7 and then to \$8.14 per hour, bringing their pay to \$7,500 and their total benefit to \$10,500 and, eventually, to \$17,490. In addition, eligibility was extended to include residents of Nassau and Westchester counties.)

The police department had five major objectives for the program:

1. To increase the educational level of the department. When the Cadet Corps was created, 12.5 percent of police officers and 17.8 percent of all personnel had a bachelor's degree or higher.

2. To test a more rigorous selection process for recruits. Under the usual selection process, recruits are screened by physical and psychological examinations,

a background investigation, and academy training. The new program added a selection interview and in-the-field training before cadets entered the academy. The in-field training provided another opportunity to screen out those deemed not qualified to serve as police officers.

3. To increase the representativeness of the uniformed force. Unlike other police officers, who are required to reside in New York City or one of the six surrounding counties, cadets had to live in one of the city's five boroughs. This requirement was expected to make cadets more demographically representative of the city than other recruits. In addition, by recruiting among college students, the department would draw on a largely untapped pool of potential police officers.

4. To increase the orientation toward community policing. As part of its commitment to community policing, the police department had started a Community Patrol Officer Program: individual officers were assigned to a permanent beat of about 15 square blocks and worked with the community to control crime. By assigning cadets to serve as aides to these officers, the department expected to expose them to community policing even before they entered the academy.

5. To improve the leadership skills of new officers. The department expected the Cadet Corps to produce a disproportionate number of its future leaders because of their college education, the higher entrance standards applied to them, and their more extensive training and experience.

To become cadets, students had to be in good standing at a local college or university and pass medical, psychological, and oral examinations, as well as a background investigation. During the summer after their sophomore year, they took part in an 80-hour training and orientation program. During their junior and senior years and the summer between them, they participated in the Community Patrol Officer program. Their duties as patrol officers included crime prevention inspections, service referrals, and work with community organizations.

Cadets took the police entrance exam, but as a promotional exam for advancement to police officer. Those who passed were placed on a separate promotion list. If they passed the entrance exam and graduated from college, cadets entered the Police Academy as recruits. A cadet who graduated from the academy was promoted to police officer. The cadet would also receive one year's credit toward eligibility for the sergeant's exam. This in part compensated

for the fact that they could have joined the department at age 20, before graduation from college.

The police department sought to select approximately 200 cadets by the summer of 1986. If the program proved a success, it planned to choose more cadets in the future. The department anticipated that eventually as many as half its recruits might enter through the Cadet Corps.

The first cohort of 133 cadets was hired in June, 1986 (the 1986 cohort). A second group of 140 cadets was brought in a year later (the 1987A cohort). Seeking to increase the number of cadets in the program, the department hired another 101 in August of 1987 (the 1987B cohort); these were drawn primarily from those who did not complete the original screening procedures for the June, 1987 hires. In June of 1988, another 131 cadets were hired (the 1988 cohort).

Recruitment

The department began recruiting cadets in the fall of 1985. It invited the presidents of 44 colleges and universities in the city to meet with Commissioner Benjamin Ward and other officials who described the Cadet Corps plan. They also reassured the presidents that the program

Figure 1

STAGES OF CADET CORPS PROGRAM

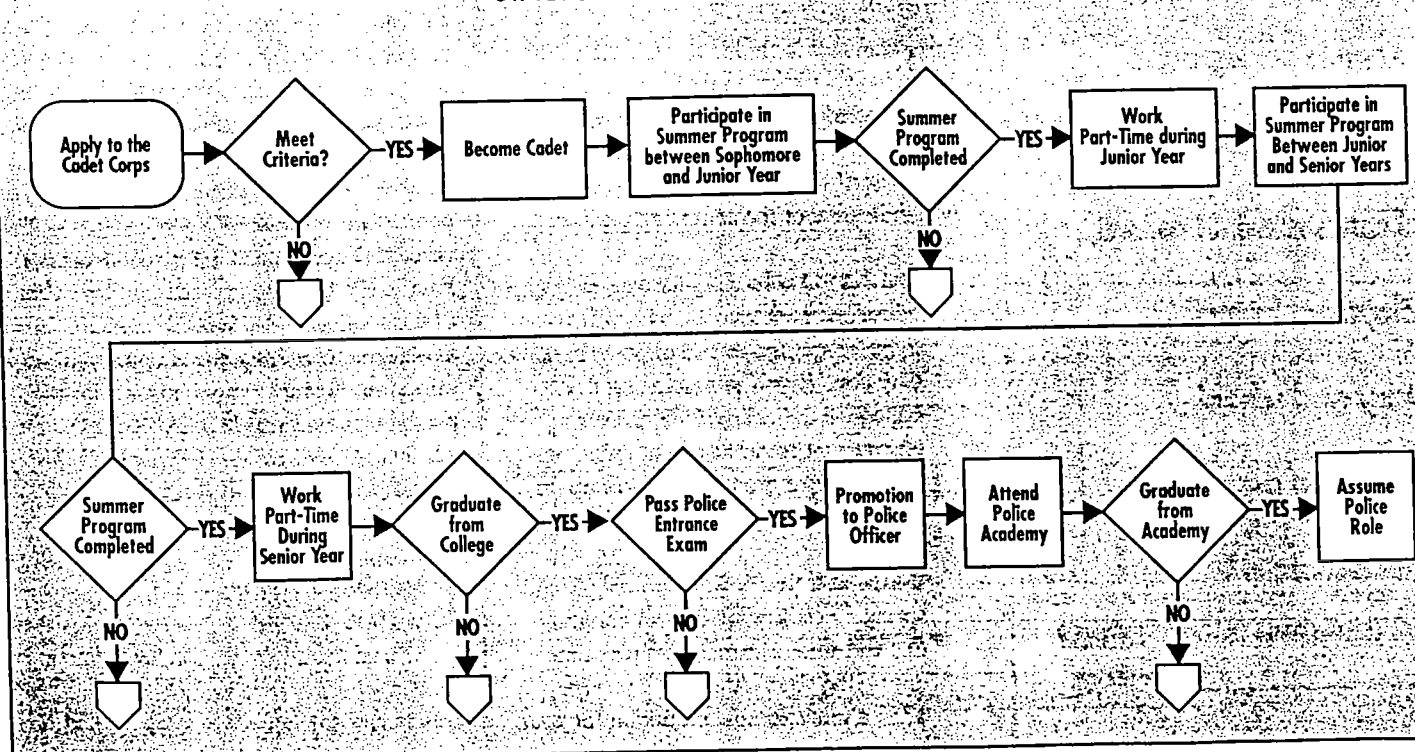
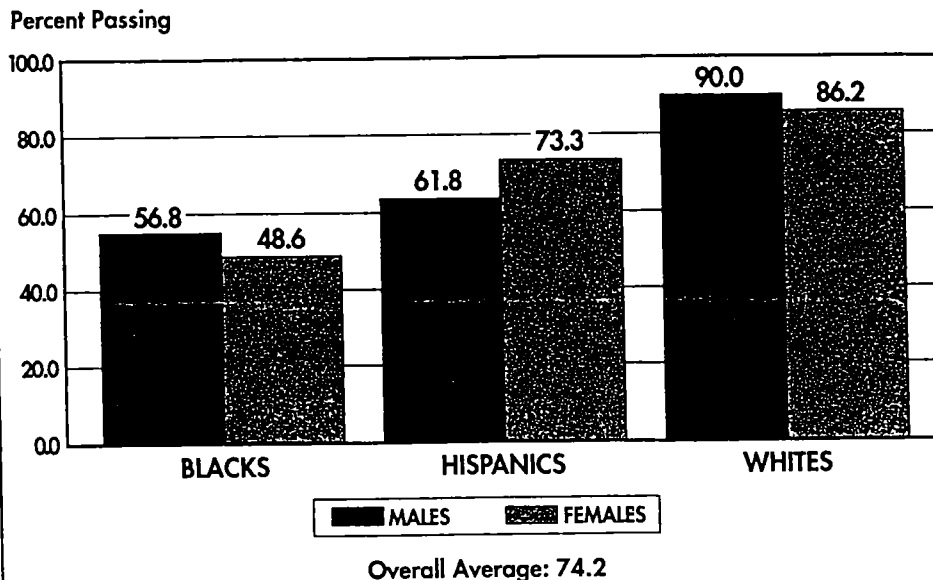


Figure 2

PERCENT OF CADET CORPS APPLICANTS PASSING
PSYCHOLOGICAL EXAMINATION BY RACE AND SEX, 1986



The New York City Police Department requires that all its applicants undergo a complete background investigation. Each applicant's criminal record, employment history, military and school records, and associations were scrutinized.

had no intention of luring students out of college and onto the police force; indeed, they said, the Cadet Corps program depended on students' graduating. The presidents, in turn, offered cooperation and a hospitable reception from campus career placement offices.

The department conducted presentations on 33 of the 44 campuses. Information about the Cadet Corps and applications were left at career centers. The recruitment campaign also included advertising on the radio, in school newspapers, in posters and flyers posted or distributed on campus, and in direct mailings. The text of a radio commercial for the Cadet Corps program was indicative of the campaign message:

The NYPD is looking for a select group of college sophomores, who will go on to become a new breed of New York City cop. If you're graduating from college in the class of '88, there's a chance you could be one of them, one of this choice group that makes up the New York City Police Cadet Corps.

If accepted, you'll begin training in the spring. You'll work in your community full-time summers and part-time during the year. And you'll receive \$750 a semester toward tuition for your junior and senior years. That amounts

to a \$3,000 loan you won't have to pay back if you remain a police officer for two years.

To be considered for selection, call 212-RECRUIT or your career counselor for an application. Remember, to be chosen you have to stand out. Because the NYPD expects tomorrow's leaders to come from the Cadet Corps.

Recruiters tried a number of strategies, including attendance at meetings of minority groups, but the best strategy proved to be direct mail. The city university system gave recruiters labels bearing the names and addresses of 22,000 sophomores. Confidentiality rules prohibited the private colleges from turning over students' names and addresses, but after recruiters stuffed the envelopes and affixed stamps, the colleges did the mailings.

By the end of the first year's campaign, 1,479 students had expressed interest in the program. This represented 3.7 percent of the 39,801 full-time sophomores attending college in New York City. Because many were not city residents, it is believed that as many as 5 percent of the eligible students applied.

In all, students from 87 schools applied. By far the greatest percentage of applicants (20 percent) were majors in criminal justice or police science. In fact, 18.7 percent of the total were enrolled in the John Jay College of Criminal Justice. Other majors included accounting (6 percent), liberal arts (5 percent), business (5 percent), and psychology (3 percent).

The applicants that first year reflected a balanced racial and gender mix: 39.6 percent were white, 33.8 percent black, 22.2 percent Hispanic, and 2.4 percent Asian or Pacific Islander. Men made up 67 percent of the applicants, women 33 percent. Women were more prevalent among minorities than among whites. Unfortunately, no count was kept of the total number of applicants in 1987 and 1988. Consequently, no analysis of applicants after 1986 could be made.

Screening Hurdles— The 1986 Class

Since records of the total number of cadet applicants were available for the 1986 cohort, researchers could not determine the pass rates for screening tests of the other

Once in the program, the cadets were issued uniforms and a manual of instructions, and were required to undergo physical training and attend classes in law, department orientation, social science, and communications. They went through a three-day leadership and teamwork program, similar in nature to the Outward Bound approach in which participants learn to work together to overcome challenges.

Table 1
Rates of Racial and Gender Representation

	W/M	W/F	B/M	B/F	H/M	H/F*
NYC Population**	24.1	13.9	10.7	13.7	9.8	12.3
NYCPD Sworn	72.1	5.8	8.1	2.7	8.3	1.7
1986 Cadet Class	61.8	10.1	7.0	4.3	9.8	3.6

*W/M—white male, W/F—white female, B/M—black male, B/F—black female, H/M—Hispanic male, H/F—Hispanic female.

**Based on 1980 Census

Minority representation decreased somewhat in the 1988 cohort. In this group, 48.1 percent were white, 22.9 percent were black, and 26.0 percent were Hispanic.

Taking the four cohorts as a whole, 51.1 percent were white, 24.8 percent were Hispanic, and 24.0 percent were black. Considering gender as well as race, white males accounted for 39.3 percent of all cadets, Hispanic males for 15.4 percent, and black males for 12.6 percent. White and black females both constituted 11.6 percent, and Hispanic females 9.4 percent. The real question, of course, is how does minority representation in the Cadet Corps compare to that in the population of New York, the recruit class when the program began, and the department's uniformed police as a whole? The evidence shows that when the Cadet Corps program began, minorities were clearly underrepresented in the department and underrepresented in the cadet class, although less so than in the sworn ranks.

According to 1980 Census data, among the city's population aged 18 to 29 (the range from which most police officers are recruited) 24.1 were white males, 13.9 percent white females, 10.7 percent black males, 13.7 black females, 9.8 percent Hispanic males, and 12.3 percent Hispanic females. The overrepresentation of white males in the department and in the first cadet class is clear (See Table 1 above).

How well did the Cadet Corps program address this underrepresentation of minorities? To provide a measure of the extent to which the demographic composition of various cadet recruit classes, the 1986 recruit class, and the 1986 department personnel are representative of the city as a whole, indices of representativeness were calculated by

dividing the percentage of each police subgroup who belonged to a particular ethnic or gender group by the percentage belonging to that group in the city as a whole. Thus, if exactly the same percentage of any ethnic or gender group were found in a subgroup and the city, the index would equal 1.0.

In general, the cohorts became much more representative of the city as time passed (Figure 4, page 7). Black cadets, underrepresented in 1986, nearly attained full representativeness in the 1987A class and then exceeded it in the 1987B class. Hispanic personnel were also seriously underrepresented in 1986, but in the next three years were actually overrepresented. Females were consistently underrepresented, although underrepresentation was significantly greater in the 1986 class than in any other.

The Learning Process

Once in the program, the cadets were issued uniforms and a manual of instructions, and were required to undergo physical training and attend classes in law, department orientation, social science, and communications. They went through a three-day leadership and teamwork program, similar in nature to the Outward Bound approach in which participants learn to work together to overcome challenges. Cadets also were versed on the Community Patrol Officer Program (CPOP), the city's experiment in community oriented policing.

In the third week, the department assigned cadets to precincts where they would work as aides to officers in CPOP. The cadets were required to perform such duties as walking foot patrol, attending community meetings, riding the CPOP van,

cohorts. But data for the 1986 class was revealing in itself.

Of the 1,479 people who expressed an interest in the cadet program in 1986, a total of 419 were not city residents and were therefore ineligible. Of the 1,060 eligible, 684 appeared for an orientation meeting at which the details of the program were described and application forms accepted. They were invited to undergo the same background investigation and take the same medical and psychological tests as other police candidates. They also had to take part in an oral interview conducted by three lieutenants.

Of the 373 who took the medical exam, 74.3 percent passed it, compared to the department's usual pass rate of 76.3 percent. There was little difference in results by race or gender.

The psychological exam was taken by 267 candidates. The exam consisted of the Minnesota Multiphasic Personality Inventory (MMPI), a test for neuroses such as paranoia and schizophrenia; the California Personality Inventory, a general set of measures of personality characteristics; the Detroit test, a group test of general intelligence; the Cornell test of motor skills; the House-Tree-Person test, a projective test of self-concept; and a general personality inventory. In all, 74.2 percent of the cadets managed to pass. This is somewhat lower than the 80 percent pass rate attained by non-cadet candidates. The pass rates for blacks and Hispanic applicants were significantly lower than those for whites. The success rates for blacks (male and female) was 52.8 percent, for Hispanics 65.3 percent, and for whites 89.2 percent (Figure 2).

These differences must be interpreted in light of the considerable amount of research that has explored the possible cultural bias inherent in several of the most common psychological tests used in the selection of cadets. (See Anastasi (1988) and Greene (1991) for summaries of this literature.) Although there are conflicting findings, the general conclusion is summarized by Anastasi (1988, p. 357): "Every test tends to favor persons for the culture in which it was developed."

The New York City Police Department requires that all its applicants

undergo a complete background investigation. Each applicant's criminal record, employment history, military and school records, and associations were scrutinized. Of the 259 applicants investigated, 66.0 percent passed. Again, there were statistically significant differences among the success rates for whites (78.4 percent), blacks (45.5 percent), Hispanics (58.0 percent).

Of the 251 candidates who sat for personal oral interviews, 89.2 percent passed. The results differed little by race or gender.

Only 134 candidates passed all four parts of the screening process and so qualified as cadets. These 134 were 12.7 percent of the 1060 who were eligible for screening and 25.8 percent of the 519 applicants who took one or more screening tests.

Ultimately, success rates for acceptance of applicants to become cadets differed widely among gender and racial groups in the 1986 class (Figure 3). White males, for instance, constituted almost 32 percent of initial applicants, but rose to nearly 54 percent of cadets. White females experienced an even larger increase in representation, from 8 percent of applicants to 15.7 of cadets. The experience for black males and females was just the reverse. Representation of black males decreased from a level of 18.0 percent of the appli-

cants to 9.0 percent of cadets, and black females from 15.9 percent to 6.0 percent. Hispanic representation also decreased, although not as much, from 13.9 percent of male applicants to 8.2 percent of cadets, and from 8.2 percent of female applicants to 6.0 percent of the cadets.

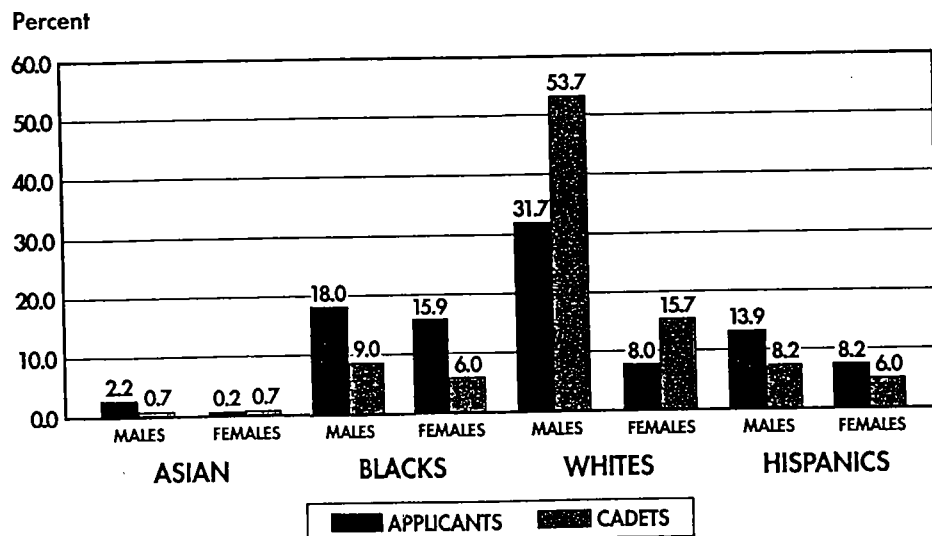
The Cadets

All four Cadet Corps classes were predominantly male, but minority representation fluctuated a great deal. Among 1986 cadets, almost 70 percent were white, 15 percent were black, and 13.5 percent were Hispanic. This was to change significantly in later classes.

The June, 1987 class, for instance, was quite different from that of 1986. The percentage of whites hired was much smaller than in the 1986 class, and there was a concomitant rise in the number of minorities. The proportions of minorities were even higher among cadet recruits hired in August, 1987. In fact, blacks actually outnumbered whites, while Hispanics accounted for more than a quarter of the class. The percentages may reflect continued emphasis on minority recruitment, although the second 1987 cohort consisted largely of applicants who had failed to complete the earlier application process. The disproportionate presence of minorities in that group would explain their overrepresentation in the second 1987 class.

Figure 3

PERCENT OF APPLICANTS AND CADETS BY RACE AND SEX, 1986



visiting crime victims and performing clerical work.

Fridays were reserved for intensive raining, beginning with two hours of gymnastic exercises and lifesaving training. The remainder of the morning was devoted to lectures from city officials about a broad range of issues, including the relationship between city and state governments, the theory and practice of punishment, environmental pollution, homelessness, organized crime, and the protection of individual rights. Afternoons were devoted to discussion of the morning presentation and "professional" training consisting primarily of uniform inspection, parade procedures, rule enforcement, etc.

When asked what they liked best about the program, all classes cited the training and experience received, the tuition loan, and the opportunity to earn a salary. Complaints about the program differed widely among the classes, which was due at least in part to the different kinds of assignments and supervision provided to various cadets.

Promotion of Cadets

As of January, 1991, half of the 1986 cohort had completed the program and been promoted to police officer. Notably, at least 15 of the 54 resignations were cadets who had left the corps to enter the Police Academy.

As of January, 1991, the promotion rates of the 1987A, 1987B, and 1988 cohorts were 50.7, 31.7, and 42.3 percent respectively. The low rate in 1987B appears to stem partially from this group being admitted to the program without first meeting all the eligibility criteria. Many were disqualified later when they failed to pass certain screening measures.

The rate of promotion from cadet to police officer among minorities was consistently lower than that for whites.

Table 2
Cohorts—Percentage Promoted to Police Officer as of January 10, 1991

	White	Hispanic	Black
1986	57.0	50.0	20.0
1987A	53.2	43.3	41.0
1987B	29.4	33.3	32.4
1988	49.2	26.5	16.7

Despite the fact that minorities were promoted at lower rates than whites, the percentage of minority recruits coming into the department through the Cadet Corps was much higher than those entering through normal channels, and far higher than the percentage of minorities in the ranks of New York City Police Department's sworn personnel.

What Kind of Cadets Emerged?

To help determine the kind of officer the Cadet Corps was producing, Police Foundation researchers administered questionnaires to various cohorts. While the results were mixed, some trends emerged. When compared to other classmates in the Police Academy, Cadet Corps recruits:

- placed more emphasis on a community orientation and less on traditional policing strategies;
- were less likely than their classmates to say they entered the Academy because of the excitement and challenge of policing or because they had always wanted to be police officers;
- were less likely to believe that laws should be rigidly enforced;
- were more likely to believe that good officers can depart from

standard operating procedures in order to solve a problem;

- were more likely to consider a college education important to their work; and
- were less likely to think that citizen complaints are an inevitable part of the job and less likely to believe that the ideals of politeness and decency are unworkable on the street.

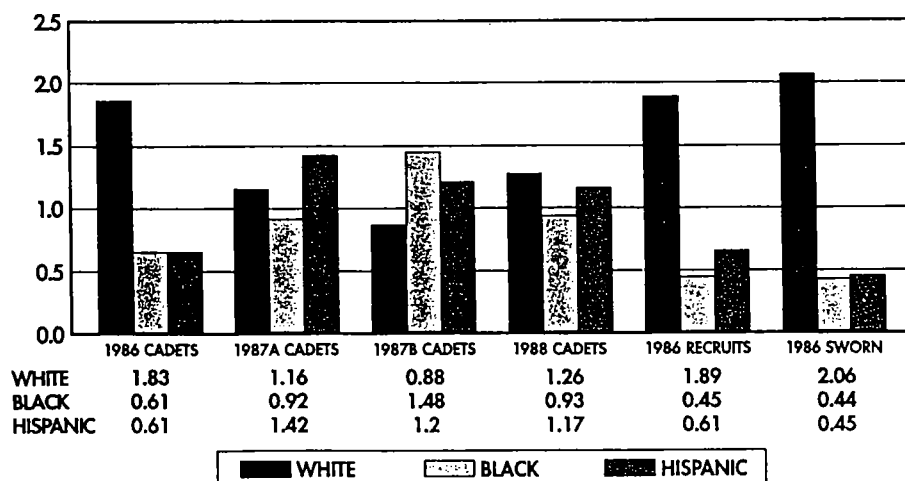
Summing Up

Did the Police Cadet Corps achieve its five main objectives? To comprehensively assess how well the program has succeeded would require a long-term evaluation that considered field performance, supervisor's ratings, promotion experience, and demonstrated leadership. It is too soon for such an evaluation, but some preliminary assessments can be made.

Objective 1: To increase the department's educational level. A total of 217 cadets graduated from the program and became police officers by early 1991, far less than the 200 per year that was the program's goal. These 217 amount to less than one percent of the department's sworn personnel.

Figure 4

ETHNIC REPRESENTATIVENESS OF THE CADET COHORTS, 1986 RECRUITS, AND 1986 SWORN PERSONNEL



Note: Ethnic representativeness is computed by dividing the percentage of cadets who belong to a given ethnic group by the percentage of the general population for that group.

Objective 2: To test a more rigorous recruit selection process. The program altered the selection process by inaugurating an oral interview and two years of in-the-field training for cadets. While black males and Hispanic females performed somewhat poorly on the oral interview, ethnic and gender differences on the interview were smaller than on the background investigation and psychological examination.

Objective 3: To make the uniformed force more representative. The percentages of black and Hispanic cadets were consistently higher than those for sworn officers or other recruit classes. White females were more representative in two classes, but less representative in the other two.

Objective 4: To increase the orientation toward community policing. All cohorts placed strong emphasis on both a community orientation and a helping orientation as criteria for

evaluating police officer performance. Some cadets' belief in the importance of community policing was strengthened after two years in the program. But it remains to be seen if this orientation survives after cadets become police officers and are exposed to the prevailing police culture.

Objective 5: To improve the leadership skills of new officers. It is too early to determine to what extent such leaders have been created.

Thus, the Cadet Corps has succeeded in making considerable headway toward meeting its preliminary objectives. It has shown that it is possible to increase minority representation and raise educational standards simultaneously. Given the importance of representativeness to the practice of community policing, this stands as a significant finding. How well the Cadet Corps program achieves its long-term goals of creating a "new elite corps" of leaders

with a community-oriented approach to policing, only time and further investigation will tell. ■

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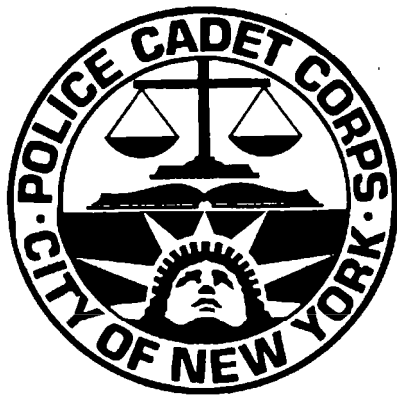
POLICE
FOUNDATION

ADDENDUM NUMBER 5

**Police Cadet Corps
Webber Seavey Award Application - May, 1993**

New York City Police Department

Police Cadet Corps



**Webber Seavey
Award Application**

May, 1993

I. Introduction -- Selection of the Police Cadet Corps

The New York City Police Department has always had a reputation for meeting new challenges and for innovation in law enforcement. Perhaps no recent innovation is more important to the future of the N.Y.P.D. than the Police Cadet Corps. Today, many public officials, including President Bill Clinton, are calling for the creation of public-service, law-enforcement apprenticeships for college students. Few persons understand, however, that New York City already has a marvelously successful apprenticeship program in the N.Y.P.D. Police Cadet Corps.

The N.Y.P.D. Police Cadet Corps is a genuine success story. In seven years, it has graduated 322 new police officers while achieving several important goals. The Police Cadet Corps is bringing more college-educated recruits into the Department. All of them have four-year degrees, and all are New York City residents. They also reflect the ethnic diversity of the City -- half are white, 22 percent are African-American, 24 percent are Latino, 4 percent are of Asian descent or other origin. Almost a third are women. Over 60 percent of those selected for the program have become police officers. According to performance evaluations, the former Cadets who are now police officers have scored higher ratings from their supervisors than their peers. They have even scored higher ratings than their peers with similar levels of education.

In 1985, the N.Y.P.D. began the Cadet Corps as a pioneering recruitment and training program to attract the best college students to the Police Department. For several years, the public debate had taken place over how best to recruit police officers. Numerous studies had concluded that a police officer with a college education is more effective in serving the community. In New York, the public debate focused on two competing proposals, one called the "Police Corps" program, the other called the "Police Cadet" program. These proposals contained several attractive features. Both provided imaginative alternatives for deploying new, civilian trainees at relatively reduced costs. Each held out the promise of increasing the educational level of members of the Department. Each would affirmatively recruit minority students and women to become police officers, thus raising the proportion of African-American, Latino and female police officers in the Department. Each would require students to complete an apprenticeship as a police trainee, thus providing the City with increased services at reduced cost and providing the N.Y.P.D. with a cadre of well-rounded and experienced recruits.

In evaluating these two proposals and in designing a third option, the Police Department sought to determine which would best meet the following objectives:

- Recruiting the best possible candidates.
- Bringing more college graduates into the N.Y.P.D.

- Attracting recruits who reflect the diversity of New York City.
- Providing a program focus on New York City.
- Providing valuable, needed service to New York City Residents.
- Integrating the program into the structure of N.Y.P.D.'s daily operations.
- Achieving all of the above at an affordable cost.

Option one, the Police Corps, was proposed by Adam Walinsky and is modeled after the Military's Reserve Officer Training Corps (ROTC). This proposal envisioned recruiting students from colleges throughout New York State, training them in an upstate facility and bringing them to New York to work as employees of the State Police for a minimum of three years. The N.Y.P.D. thought it would be too divisive to have two groups of police officers -- career officers who joined the Department expecting to serve at least 20 years, and transient officers, employed by the State, who were trained elsewhere and who had made only a three year commitment.

A second option was proposed by the Patrolmen's Benevolent Association in conjunction with the administrators of John Jay College of Criminal Justice, one of the colleges of the City University of New York. This proposal was known as the Police Cadet program. These cadets would be enrolled as students at John Jay College and would serve as civilian members of the N.Y.P.D. for 100 full days each year. This program was rejected because it was only available to students of John Jay College and would exclude the high-caliber students attending other colleges within the City.

At the direction of Police Commissioner Benjamin Ward, a third option was developed and ultimately chosen -- the Police Cadet Corps. Now in its seventh year, this program offers students a tuition stipend (\$1000.00 per semester), part-time employment during the school year (at \$8.50 an hour), full-time summer employment (also at \$8.50 an hour), and the guarantee of appointment as a New York City police officer once the Cadet has attained a bachelor's degree. In return for these opportunities and rewards, the college student agrees to serve for two years as a Cadet.

The Police Cadet Corps was envisioned as a public-service apprenticeship that would total about 1800 hours of training and actual work experience. Admission to the Police Cadet Corps is extremely competitive. For example, in 1993, there have been over 800 applications for the expected 60 to 70 openings that will be filled at the end of June. Cadets are hired at the beginning of the summer between their sophomore and junior years. They immediately attend a 10-week, full-time Police Academy course to learn the fundamentals of police work.

Cadets also learn about the cultural diversity and complexity of New York and about strategies of policing in an urban setting. During the school year, Cadets work part-time in one of the city's 75 precincts doing such varied tasks as crime analysis, crime prevention, victim counseling, service referrals, working with community organizations, etc.

To be accepted, a student must first pass the medical, psychological and character screening required of any candidate seeking to become a police officer. The Police Cadet Corps then selects the most qualified candidates for its elite ranks. Screening panels similar to those used to make college admissions decisions, consider the student's academic achievement, motivation, leadership potential, SAT scores, employment references, professors' recommendations, etc. The fundamental factor in selection is whether the student has exhibited the potential to be a motivated, hard-working Cadet and, in the future, a good police officer.

With the support of local government and the citizens of New York City, the N.Y.P.D. Police Cadet Corps officially began recruiting in September, 1985. The first class of 133 Cadets, hired in June, 1986, was typical of subsequent classes of the Corps. The students appointed were from 24 different colleges or universities in the New York City area. The courses of study for these first cadets varied, including majors in criminal justice, pre-med, business, psychology and nursing. The class of 1986 also was much more representative of the racial and gender diversity of the city than the general N.Y.P.D. population. In seven years, over 800 students have participated in the program. There are 170 Cadets currently enrolled, with half scheduled to attain their college degrees and become police officers in 1993 and half in 1994. More than 60 percent of those who joined the Cadet Corps go on to become police officers.

II. Comprehensive Training -- the Cadet Corps Experience

The Police Cadet Corps training program totals 1,838 hours. (See Appendix A.) The training develops Cadets as well-rounded police officers adept in the problem-solving techniques associated with community policing. It also grooms them for roles as future leaders of the N.Y.P.D. New first-year Cadets undergo a rigorous 10-week training program in the Police Academy. Basic studies include Police Science, Social Science, Law, Physical Education, and First Aid. First-year cadets also receive extensive training in oral and written communication, and community policing and problem solving. They also make field visits to various city and state agencies associated with law enforcement. The entry-level training builds a sense of camaraderie and esprit de corps and provides the basis for the development of leadership skills. At the conclusion of their first summer with the Department, Cadets are assigned to field commands in precincts throughout the City.

Once Cadets begin the field internship, their work schedule is adjusted to accommodate college class hours. At the precinct, they get a "hands on" look at the inner workings of the N.Y.P.D. They are assigned to the Community Policing Unit, a cadre of specially trained and supervised police officers in each command that are experts in community partnership and problem-solving. The Cadets work with beat officers and supervisors in a creative context, solving problems and interacting with the community. Because the N.Y.P.D. has adopted community policing as its strategy for the future, the Community Policing Unit serves as an excellent training vehicle. Cadets participate in organizing tenant and block associations; serve as a liaisons between the community, the Police Department and other City agencies; distribute crime prevention information and assist in developing solutions to local concerns. The Cadet experiences the full breadth of police work and comes to view himself or herself as a flexible decision maker and law-enforcement professional.

III. Developing Leadership Skills

Throughout the early years of the program, there was concern that not enough training focused on developing the leadership potential of each Cadet. To address this problem, in August, 1990, the N.Y.P.D. received a grant from the Fund for the Improvement of Post Secondary Education (FIPSE) to develop and implement a Police Cadet Leadership Laboratory. The Department contracted the services of Columbia University's Institute for Not-for-Profit Management, within the Graduate School of Business, to help develop the Leadership Laboratory. The N.Y.P.D. also retained the services of the Police Executive Research Forum (PERF) to evaluate the program.

The aim of the laboratory -- a one-week course -- is to give Cadets a fundamental and practical understanding of leadership. Instructional methods include lectures, videos, case studies, group discussions, and small work-group physical activities. These are conducted at a new leadership training center. The results and effectiveness of this training is documented by PERF, in a report dated July, 1992. Cadets have indicated that the seminar leaves them feeling much better equipped to deal with crises and more confident in their communication, problem solving and evaluation skills.

IV. Analyzing the Effectiveness of the Police Cadet Corps

The N.Y.P.D. has dedicated significant resources to analyze and track the progress of the Police Cadet Corps. Police Cadets are evaluated bi-annually by supervisors of the Community Policing Units to which they are assigned. These supervisors evaluate the judgment, leadership and problem-solving skills and techniques employed by the Cadets. In addition, four sergeants

are permanently assigned to the Police Cadet Corps as field supervisors. These sergeants are directly responsible for monitoring the progress of each Cadet throughout their two years in the program. The sergeants maintain tracking records that record academic achievement, disciplinary problems, completion of field-assignment duties, and the overall level of progress made by each Cadet they supervise. These field supervisors also ensure that each Cadet, prior to graduation, has performed each of the assigned tasks on the "Field Orientation Checklist." The checklist is designed to ensure that the Cadet experience is well-grounded in real-world policing. It records a Cadet's exposure to or observation of a number of important tasks typically performed by police officers in a busy urban precinct. For example, to graduate from the Cadet Corps, a Cadet must observe, among other things, the following: the processing of an arrest; roll call and training for an outgoing platoon; the work of a desk officer during a tour; proper performance of telephone switchboard duty, etc. These real-life experiences are critical to the comprehensive apprenticeship each Cadet must experience. The Cadet Corps' field supervisors also ensure that each Cadet is thoroughly trained by maintaining close contact with the Community Policing supervisors in each precinct. Together, the precinct supervisor and the Cadet Corps field supervisor evaluate the progress and skills of each Cadet.

Another ongoing assessment of the program is done by the Department's Chief of Personnel. Analysts assigned to the Chief's staff conduct interviews of police officers who have successfully graduated from the Corps. The interviews are conducted on a semi-annual basis in the first four years after promotion to police officer. Based upon initial studies, Cadets who become police officers have reported that the Cadet experience has made their transition into the Department significantly smoother. Police officers who were former Cadets have been highly rated by their superiors and have performed exceedingly well in their precinct assignments, including the coveted assignments within the Community Policing Units. These officers report that the Cadet experience has been invaluable to them in beginning their careers.

Another significant potential indicator of the impact of the Cadet program will be the expected examination for promotion to sergeant, to be given in October, 1993. This will be the first exam for which graduates of the Cadet Corps will be eligible. The performance of former Cadets will be studied closely.

V. Changing the N.Y.P.D. -- the Impact of the Cadet Corps

The Police Cadet program has been widely accepted by members of the Department, as well as the community. The program has met and exceeded the designated objectives and goals. Cadets

who complete the program all have attained their baccalaureate degrees, compared with only 9.5 percent of those recruits who enter the Police Academy via the open-competitive exam. Cadets, based on field evaluations, have maintained and exceeded the high performance standards required by the Department. Furthermore, because the Cadet Corps only recruits from among students who live in New York City, it has provided the N.Y.P.D. with recruits who are more diverse and representative of the City. (See Appendices B and C.) The Cadet Corps most recent class, hired in June of 1992, consisted of 89 Cadets, of which 51 percent were white, 20 percent were African American, 20 percent were Latino, and 9 percent were of Asian or other origin. By comparison, the total population of police officers in the N.Y.P.D. in 1992 was 74.4 percent white, 11.5 percent African American, 14.1 percent Latino, and 1 percent Asian or of other origin.

The real impact and success of this program can be assessed by the enthusiasm and personal advancement of the Cadets themselves. Cadets have played a significant role in improving the quality of life in the communities in which they serve. Cadets have participated in a wide variety of civic projects that have touched the lives of many. Consider just a few examples:

7th Precinct, Manhattan

Cadets in the 7th Precinct have developed a program to respond to the needs of local youngsters who lacked recreational facilities or opportunity. Cadets escort these children to various parks and community centers in other parts of the city. The children were taught to swim by Cadet volunteers. This program was designed by the Cadets assigned to the precinct, and it evolved into a joint effort with the community. Through the efforts of the Cadets, the program expanded to include local merchants who donated food and clothing to those less fortunate.

84th Precinct, Brooklyn

Cadets in the 84th Precinct organized a program in which parents were given the opportunity to have their young children fingerprinted and photographed by members of the St. Mark's Block Association. The Cadets obtained the necessary equipment to provide training to area volunteers who did the actual printing and photographing. The Cadets also organized field trips for area youth to the Brooklyn House of Detention. These trips took teenagers to the jail for a "scared straight" type of program. The teens who participated had prior experiences with the criminal justice system. Reviews by participants and local community leaders were extremely positive.

Public Morals Division

In response to the city-wide concern about underage youths purchasing and consuming alcohol, the Public Morals Division takes summary action against store owners who sell

alcoholic beverages to minors. Here, Cadets who are under 21 years of age have made "undercover" purchases of alcohol at target stores under the very close, protective supervision of experienced Detectives in the Public Morals Division. Because New York law requires proof of purchase by someone actually under 21 years of age, the Public Morals Division turned to Cadets as an ideal resource for making the buys, and building cases against unscrupulous store owners. The program has afforded some Cadets the opportunity to participate in an investigation, and even testify in court.

123rd Precinct, Staten Island

Cadets assigned to the 123rd Precinct have coordinated and acted as liaisons to the Boy Scouts of America Explorer program. The Cadets have successfully arranged for the Scouts to receive training in various police-related subjects. Once the Explorers have completed 40 hours of training with the Precinct, they are awarded a merit badge to represent their achievement. With this program, the Cadets are assisting the Department in improving its image and enlightening the public on the complexities and demands of police work.

Domestic Violence Project

In the summer of 1993, 30 Cadets will participate in a pilot project to aid victims of domestic violence. The Cadets will work one day a week under the supervision of social workers with the city's Victim Services Agency, which identifies and does outreach to victims of domestic violence. Cadets will assist the social workers and N.Y.P.D. detectives in 13 precincts in victim counseling, home visits, crime analysis research, public service referrals and criminal investigations.

VI. Conclusion -- Meeting the Police Cadet Corps' Objectives

The Police Cadet Corps has succeeded in achieving its original goals. The Cadet Corps is bringing more college-educated recruits into the Department. All of them are City residents. They also reflect the city's diversity. From this highly successful experiment in recruiting police officers, there have been many lessons learned over the past seven years. These lessons can only benefit other public-safety apprenticeships being developed throughout the nation. The Cadet Corps has strong support from labor and management alike. Within the local legislative bodies, editorial boards, and service organizations, the Police Cadet Corps is viewed as a very successful innovation. It has attracted highly-motivated, diverse, well-educated college students, most of whom will continue to make contributions to society as police officers. The Cadets who become police officers have developed a sense of self, a level of maturity, and knowledge of the Department and of the City that will greatly advance them in their careers and can only benefit the citizens of New York City.

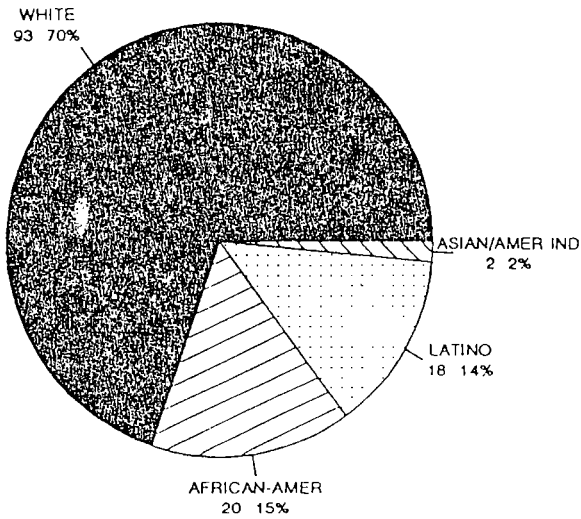
APPENDIX A

POLICE CADET CORPS TWO YEAR INTERNSHIP

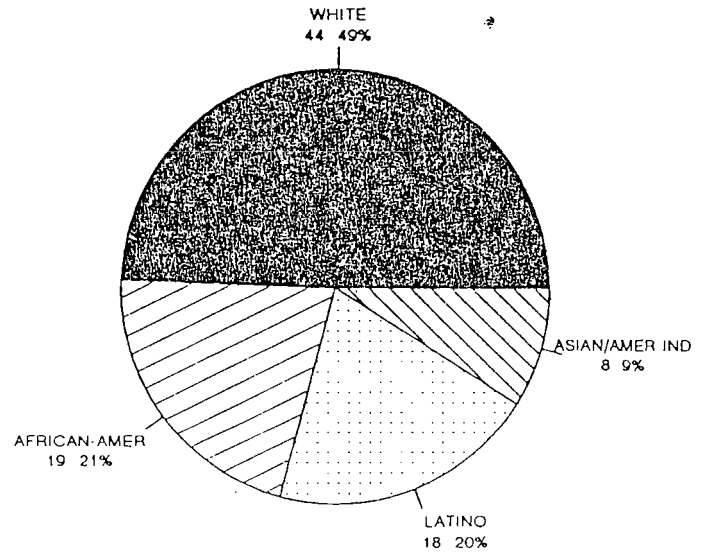
Training Summary

<u>Training Topic/Activity</u>	<u>Hours of Training Received</u>
Police Science	48
Social Science	48
Law	48
Physical Education	48
Drill/Formation/Protocol	32
Safe Driving Techniques	14
Public Speaking Workshop	12
Subway Safety Course	10
N.Y.P.D./New York City History	10
Crime Prevention Seminar	7
Internal Affairs Training	6
Weapons Safety	6
Crime Scene Procedures/Safe Guards	6
Criminal Justice Field Trips	
N.Y.State Supreme Court	8
N.Y.C. Medical Examiner	4
N.Y.P.D. Harbor Unit	4
N.Y.P.D. Aviation Unit	4
N.Y.P.D. Emergency Service	4
N.Y.P.D. Youth Division	4
N.Y.C. Dept of Correction	8
N.Y.C. Fire Dept.Seminar	8
Various Workshops	
Ethical Awareness	12
Cultural Diversity	12
Resource Management	12
Leadership Training Course	40
Field Training	
In Precinct Community Policing Units	
approximately	1,360
Monthly Training Sessions	
@Police Academy	63
Total Hours of Training Received for A Two Year Police Cadet	<u>1,838</u>

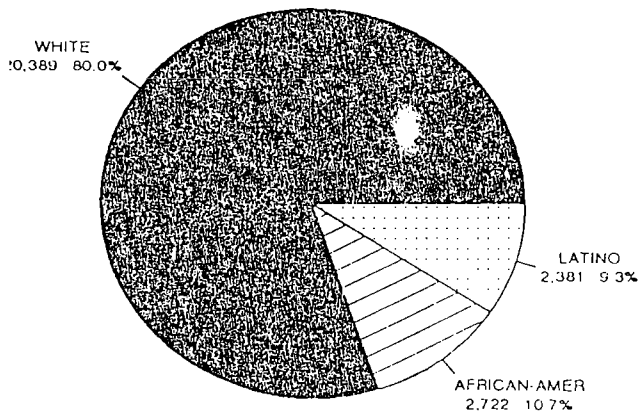
CADET DIVERSITY PROFILE 1986



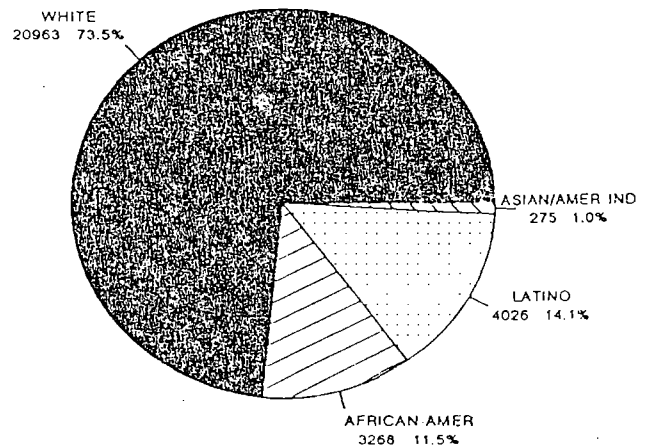
CADET DIVERSITY PROFILE 1992



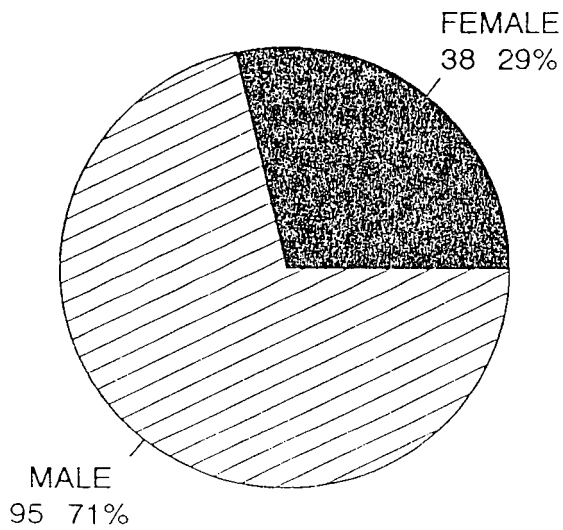
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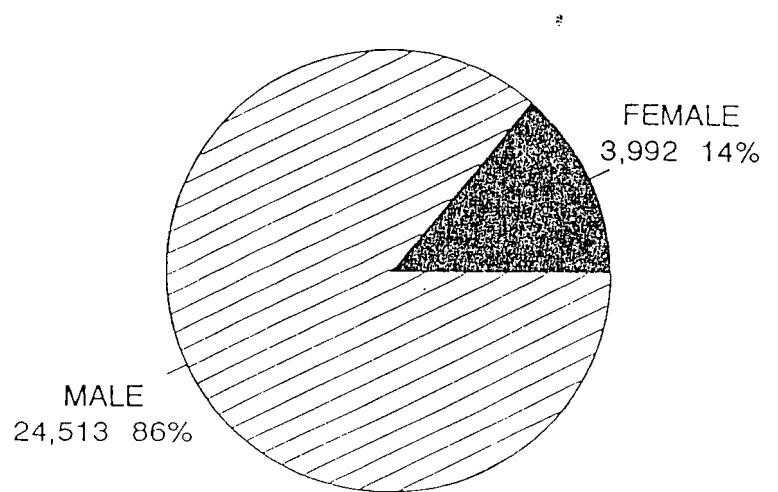
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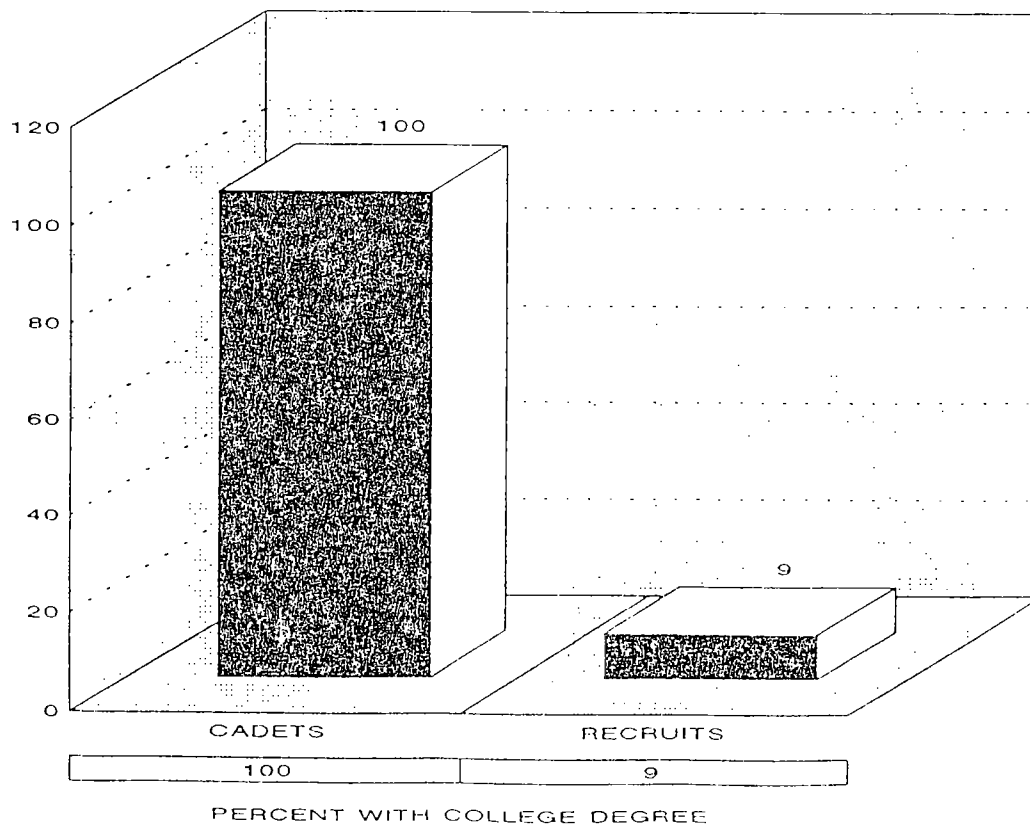
CADET GENDER PROFILE 1992



NYPD GENDER PROFILE 1992



COLLEGE GRADUATES ENTERING THE ACADEMY 1992



ADDENDUM NUMBER 6

**New York City Department of Personnel
Official Job Specifications for Police Cadet
(Programs I and II)**

NEW YORK CITY DEPARTMENT OF PERSONNEL

OFFICIAL JOB DESCRIPTION FOR TITLE OF:
POLICE CADET

Duties and Responsibilities

This class of positions encompasses two programs under which Cadets receive training and perform non-enforcement tasks; all personnel perform related work.

Cadets may be required to work various tours of duty as needed.

Program I (C.U.N.Y. Associate - Degree Program)

Under direct supervision, receives training and performs non-enforcement tasks in specifically designated areas of operations such as campus security, community safety programs and in community-based police units.

Examples of Typical Tasks

Assists CUNY security personnel in the performance of crime prevention duties on assigned college campus; ensures that students are aware of safety measures on and off campus.

Assists in promoting community awareness programs at area hospitals, social service and mental health facilities, by contributing to client services; distributes approved crime prevention and safety information and materials to clients as well as residents of these facilities.

Assists Police Department members in the implementation of the community policing concept and participates in programs designed to foster good will between the Police Department and members of the community; under direction performs functions which will improve the quality of life in these communities.

Accompanies Police Officers at major events such as parades, festivals, concerts, block parties; provides information and direction and interacts with people attending these events.

Visits local high schools to motivate and provide some guidance to students who hope to pursue a law enforcement career.

Prepares reports on field experience and difficulties encountered during assigned duties to be evaluated by a superior.

Performs routine administrative tasks.

Program II (N.Y.P.D. Bachelor - Degree Program)

Under supervision receives training and performs non-enforcement tasks in selected field commands.

Qualification Requirements

Candidates must meet all medical, physical, psychological and character requirements that a Police Officer must meet.

In addition, candidates must meet certain requirements specified in New York State Public Officers Law:

Candidates must be of good character. The following are among the factors which may be cause for disqualification: (a) conviction of an offense, the nature of which indicates lack of good moral character, or disposition toward violence or disorder, or which is punishable by one or more years of imprisonment; (b) two or more convictions of an offense, where such convictions indicate a disrespect for the law; (c) discharge from employment, where such discharge indicates poor behavior or inability to adjust to discipline; (d) dishonorable discharge from the Armed Forces.

All candidates must be residents of the City of New York at the time of appointment. United States citizens or permanent United States residents are eligible to become Police Cadets. However, permanent United States residents must become United States citizens before appointment as Police Officers.

In addition, candidates must meet the following requirements specific to the program they are enrolled in:

Program I

Candidates must possess a four-year high school diploma or its educational equivalent and must be enrolled in a accredited two-year degree program to receive an Associate degree from a CUNY college. Cadets must maintain satisfactory class standing to remain in program.

Program II

Completion of 45 credits from an accredited college, with expected completion of degree requirements within two years following entrance into the program. Police Cadets must be currently enrolled in an accredited four-year degree program and must maintain satisfactory class standing to remain in program.

Lines of Promotion

Cadets enrolled in Program I can take a promotion examination to Police Officer during their tenure in the program. After satisfactory completion of the program and graduation from college with a two-year degree, Cadets will be eligible for promotion to Police Officer. Cadets who satisfactorily complete Cadet Program I will also be eligible to join Cadet Program II.

Examples of Typical Tasks

Assists Police Department members in the implementation of the community policing concept and participates in programs designed to foster good will between the Police Department and members of the community; under direction performs functions which will improve the quality of life in these communities.

Assists in organizing tenant/block associations.

Serves as liaison and assists the community in obtaining services, such as health and sanitation, provided by other City agencies.

Provides materials and information concerning crime prevention to community groups.

Lectures community groups on crime prevention techniques; distributes Department-approved crime prevention material.

Conducts precinct surveys to identify and report dangerous conditions such as defective street lights; defective traffic lights; missing/defective/obscured traffic control signs; missing/defective parking meters; water leaks; unsafe abandoned buildings; dead animals in the roadway; clogged sewers/storm basins; potholes; derelict autos; discarded refrigerators/freezers with functioning locking mechanism, etc.

Assists the precinct Crime Prevention Officer in the performance of routine administrative functions.

Performs precinct escort assignments such as escorting groups of senior citizens to/from shopping areas and escorting senior citizen complainants/witnesses to/from court.

Assists in the performance of routine precinct community relations and auxiliary police coordinating functions.

Performs pedestrian safety assignments at church crossings and school crossings during the summer months for those schools providing free meal programs; distributes pedestrian safety brochures in areas with a high volume of pedestrian/auto traffic.

Assists in lost children searches in parks, beach areas, parades, and at large public gatherings, e.g., street fairs.

Provides general information and traveler assistance at major mass transit terminals/stations e.g., Grand Central, Times Square, S.I. Ferry Terminal and outdoor information booths in heavy pedestrian areas.

Performs routine administrative tasks.

Cadets enrolled in Program II can take a promotion examination to Police Officer during their tenure in the program. After satisfactory completion of the program and graduation from college with a four-year degree, Cadets will be eligible for promotion to Police Officer.

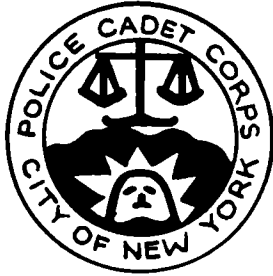
To be appointed as a Police Officer a candidate must be at least 20 years old and must possess a valid New York State Driver's License.

Note that during the length of each program's training period, which is normally two years, Cadets will remain on probation. The maximum tenure in each program is three years.

ADDENDUM NUMBER 7

**1990 Magazine Profile of Police Cadet Corps
From "Spring 3100," N.Y.P.D.'s Official Magazine**

FEATURE



Training With A Twist

The NYPD's Police Cadet Corps

For many students attending colleges and universities throughout New York, employment after graduation in their chosen field of study is getting increasingly difficult in our changing economic times. Many students graduate with a degree only to find themselves going from place to place filling out job applications with no results. And, there are those who get out of college and have no idea what type of employment they would like to pursue. Among these individuals might be your son, daughter, brother or sister.

The New York City Police Department is offering college students a solution. The answer for them could be the Police Cadet Corps Program.

The Cadet Corps, which is a two-year leadership development program, recruits full-time college students who are in their sophomore year and have compiled a minimum of 45 credits. The program calls for students to work full-time in the summer and part-time during the school year with flexible hours to meet their academic schedules. It is limited to New York City residents. In that way, it helps the Department achieve one of its major goals: to be representative of the racial and ethnic diversity of the City. It also offers each cadet a financial package of \$17,490 for college expenses, including a \$3,000 student loan for tuition that is forgiven after two years of service as a New York City Police Officer.

After two years as a cadet, the students take the police officer exam and are placed on a preferred promotion list for entrance into the Police Academy as a police officer. But why recruit college students?

Captain Alan Goodman, Commanding Officer of the Cadet Corps says, "The mission of the Cadet Corps is to develop a cadre of college graduates who have learned about leadership and community policing and who will

increase the pool of highly qualified future executives for our Department. By hiring people who are at an early stage in their college education, we can shape their development as they try us out and we try them out. We give them a realistic and hands-on look into police work. It not only gives students a career opportunity that they might not have considered in the past, it also helps them financially."

This was the case for a former cadet and now police officer in the 45 Precinct. Officer Joann Bottiglia says, "I had to work two jobs in order to finance my education at Baruch College. My field of study was international marketing and I was seeking my Bachelor of Science degree in Business Administration. I had planned to travel the world after graduation but it was getting more and more difficult to work both jobs and study at the same time.

"While working as a dental assistant, I heard a radio advertisement for the Cadet Corps. They were looking for 'highly motivated college students to work in public service.' The best part was they were offering to help pay my tuition.

"Well, it sounded inviting, and I had nothing to lose by calling. Having already taken the police officer exam, I was somewhat familiar with 'the job,' but I really didn't think of this as a career that would go hand-in-hand with my education. After giving it serious thought, I joined the program a short time later."

Students who sign up for the Cadet Corps must meet the same medical, psychological and character standards as a police officer. Once they have qualified and are accepted into the program, they are given ten weeks of classroom and practical field training in the summer between their sophomore and junior years of college. That training prepares the cadets for their field assignments in the Community Patrol Officer Program (CPOP) units. It includes developing self-discipline, radio communication to assist officers, victimology, Department policy and procedures, burglary prevention, crime scene processing, report preparation and a heavy dose of leadership training. This includes exercises on the Army's Leadership Reaction Courses at Camp Smith in Peekskill and at West Point. At the end of the summer, the cadets are assigned to a CPOP unit that is conveniently located near their home or college where possible.

The cadet's function at the precinct is to work alongside CPOP officers on their beat developing crime control and quality of life strategies for the people in the community. The cadets help to organize tenant and block associations and they serve as a liaison between the community and the Department. Working side-by-side with experienced officers, who act as mentors, the cadets are taught problem-solving policing. One of their functions is to assist the officers in properly referring victims to outside agencies. And by speaking with victims of a crime they develop an ability to identify a problem and develop a solution. They also learn how to cope with the day-to-day operations of the City.

In the fall when the cadets go back to school to begin their junior and senior years, they work 60 hours a month in the program. They spend 53 of those hours in CPOP units and, on the third Saturday of each month, they continue training in the Police Academy. Training at the Academy consists of nutrition, physical fitness and formation drill along with police leadership seminars and workshops. The curriculum includes classes on crime problems, race relations, domestic violence and a variety of criminal justice issues.

"During their second summer, the cadets receive training in low-level crowd control. We have them work at events such as street fairs and parades. This gives them an excellent opportunity to interact with the public," says Captain Goodman.

Receiving "on the job" experience in how to handle a variety of situations is an invaluable learning tool for the cadets. Three cadets, past and present, verified that fact in conversations with SPRING 3100.



NYPD PHOTO UNIT

Helping a child to find his parents is just one aspect of the "job" that cadets may encounter on their beat.

In the 20 Precinct, Cadet Scott Carpender learned first-hand how the Police Department operates. He says, "I was assigned with two officers to a beat on Broadway and 73rd Street. Suddenly a truck hit an elderly woman. I was amazed at how quickly the officers took control of the situation.

"The first thing the officers did was attend to the woman; assessing how badly she was injured. She was extremely nervous and wasn't sure what had happened to her. They calmed her down, gave immediate medical attention and called for an ambulance. I was instructed to help out with traffic control. Within minutes, crowds of people were starting to congregate at the accident site, and some of the onlookers were beginning to panic. But, the two officers knew exactly what to do and they quickly diffused an emotional situation. The woman was taken to the hospital and she recovered from her injuries.

"I was very impressed with the officers, I wouldn't have known how to take care of the woman, the crowds and the traffic all at the same time. But they showed me how to calmly take charge and gain respect from everyone at the scene.

"With this knowledge, I am hopeful that when I become a police officer and I'm faced with the same scenario, I would be able to handle it as well."

Officer Bottiglia told SPRING about two incidents she experienced when she was a cadet that have helped her as a police officer. She says, "I was working with the sergeant and a CPOP officer, and we were called to an apartment of a woman who had died. When we arrived, the woman's mother was standing over her deceased daughter and was crying hysterically. The officers tried to calm her down but it wasn't working. I thought perhaps that as a woman she would feel more comfort-

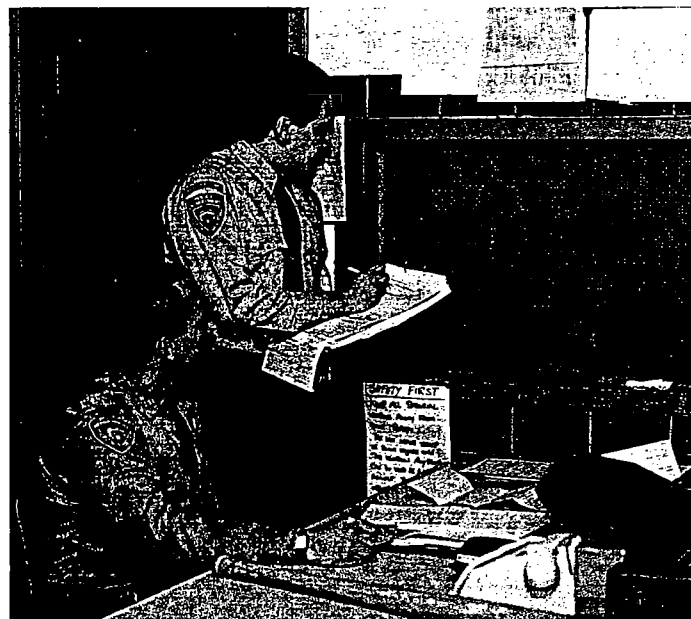
able talking to me, so I gave it a try. Within minutes, the woman relaxed and she started to pour her heart out to me. After the body was removed she said she was pleased that someone from the Police Department would care enough to comfort her and that I helped make an emotional situation a little more bearable.

"By assisting the officers that day, I learned that it's all right to be compassionate—it's part of being a police officer. I also received first-hand experience at the scene where someone has died. Since then, as an officer, when I'm called to a DOA I no longer wonder what the situation will be like. I'm much better prepared."

In the second situation she says, "I was riding in the CPOP van along with two officers. We were driving through a Queens neighborhood and the officers saw a man standing by a telephone pole and another man fixing a car. They stopped the van and asked if the man had a permit to fix his vehicle on a city street. Seeing the officers, the guy by the telephone pole started to walk away quickly. At that point I couldn't understand why the officers were so interested in a permit. After a few minutes the guy who had originally walked away came over to where we were standing. He joined the conversation to defend the man fixing his car.

"Just then, the officers placed him under arrest for possession of narcotics. I didn't understand what the officers were doing. The officers explained to me that when the man was standing by the telephone pole they saw that he was holding a bag filled with crack. Rather than getting out of the van and having to possibly chase the guy, they decided to gain the tactical advantage. And that was obtained by talking to an innocent bystander so that the dealer would think that the officers were not interested in him. The dealer was safely taken into custody with the element of surprise."

She continued saying, "This arrest really impressed me. The officers taught me how important it is to look at the whole picture and all of the players within it. And how, through experience, you can develop a keen sense of criminal activity that would be overlooked by the average person."



Assisting officers in processing paperwork gives cadets a working knowledge of arrest procedures.

*"The Police Cadet Corp
is successful because it
gives you exposure to a
law enforcement career..."*

Cadet Scott Carpender

Cadet Richard Fernandez of the 20 Precinct has had similar experiences. Talking about a tense situation that occurred in the 25 Precinct, he says, "We went into a building following up on a complaint report to refer a woman to the Victim Services Agency. When we entered the address, there was a man selling drugs in the lobby. The officer approached the man and placed him against the wall to frisk him. I was told to call for a sector car. The dealer attempted to flee and when the officer took hold of him, the dealer got violent and threatened the cop. It took the two of us to subdue the man and place him under arrest. It made me feel good that the officer trusted me enough to call for backup and assist in the arrest."



Seasoned veterans help to make cadets feel like part of the family.

When asked about the cadets in his CPOP unit Sergeant Donald Phillips of the 20 Precinct had nothing but praise for them. He says, "They're a welcome addition to the precinct. Everyone in the command, not just the CPOP cops, are happy that the cadets are here. We utilize them in various capacities. In addition to patrolling, they have taken vehicles to the pound, typed complaint reports in the 124 Room, vouchered property and helped the forensics officer on burglary cases. I am confident that the cadets in the program are capable of handling a variety of jobs and it's reassuring to know that the community is very receptive towards them."

Cadet Fernandez says, "The Cadet Corps is more than what I expected. The 20 Precinct has been so helpful. The officers go out of their way to make us comfortable and if I have a question I can ask it without getting embarrassed. They have a lot of patience and they explain everything. They've given us insight and support every step of the way."

At the end of the two year program, a cadet who has passed the Promotion exam for Police Officer will be guaranteed a job in the first recruit class after graduation from college. To date, over 200 cadets have become police officers and 200 more are currently in training or working in CPOP units throughout the City.

When asked about the success of the Cadet Corps Program, Captain Goodman says, "These students have proven police department experience, they've passed all of the civil service requirements, they have obtained a Baccalaureate level of education and they are committed to a career in law enforcement. The fact that outside agencies recognize these qualities and have been trying to recruit them into their police departments shows us that our program is truly successful."

Cadet Carpender's sentiment is the same. He says, "The Police Cadet Corps is successful because it gives you exposure to a law enforcement career, while earning both a salary and a degree, with guaranteed employment after graduation. It really motivates you. It gave me two years of valuable experience and a chance to see if I really liked working in the Police Department. There aren't too many jobs that let you 'test the waters' for that length of time."

**Cadets Richard Fernandez and Scott Carpender graduated from college in June. They have since been promoted to the rank of Police Officer and are currently recruits in the Police Academy!*

For further information about the Police Cadet Corps Program call (212) 477-9218 or (212) 477-9227. It's a career opportunity that's worth looking into.

— by Det. Lisa R. Guerriero

ADDENDUM NUMBER 8

Police Cadet Corps Newsletters

ADDENDUM NUMBER 8

Police Cadet Corps Newsletters



NEW YORK CITY POLICE CADET CORPS NEWSLETTER

Vol II, No. 1

September, 1993



Cadet Trainer David H. Jorin marches newly hired Cadets on the Muster Deck.

N.Y.C. POLICE CADET CORPS HIRES 184 NEW CADETS By Cadet Larry Frazier

At the end of June, the Police Cadet Corps hired 184 new Cadets, the largest class in its history. This new class was also the first to include Cadets from the City University of New York's Cadet Program. These 102 former CUNY Cadets bring a wealth of experience and training to the Police Cadet Corps and will help take the Corps in a new direction. The 184 new Cadets bring a new vitality to the Corps.

Each year, as the reputation of the Cadet Corps grows and knowledge about the program spreads among college students, the competition to join the Corps increases. This year's new Cadets have exceptional academic credentials and a wide variety of work experience. They represent 28 colleges and universities in the New York area. They also represent well the diversity of our city. Thirty-nine percent are white. Sixteen percent are African American. Thirty-three percent are Latino. Ten percent are of Asian or other background. Thirty six percent are women.

The original New York City Police Cadet Corps, or senior Cadet program, was established in 1985 for college students pursuing a four-year bachelor's degree. Its first commanding officer was Deputy Inspector Raymond W. Kelly, who is now the Police Commissioner and remains an ardent supporter of the Corps. Most senior program Cadets are hired upon entering their junior year of College. They spend two full years with the Department in a sophisticated public-service, law-enforcement apprenticeship

(Continued on page 4)

CADETS RECOGNIZED FOR OUTSTANDING WORK

Four cadets who possess special language skills were recently offered unique opportunities to aid the Department and experience new aspects of police work. All four cadets rose to the challenge and performed in a manner that was a credit to the Cadet Corps.

The Cadet Corps commends Police Cadet Henry Chernyavsky, presently assigned to the 60th Precinct, for his professional and invaluable service as an interpreter during Fleet Week, May 26 through May 31, 1993. His excellent command of the Russian language assisted not only ranking members of this Department, but also numerous officers and personnel from both the U.S. Navy and State Department in their interactions with crewmen from two visiting Russian naval vessels. Cadet Chernyavsky received a letter of commendation from Deputy Inspector John Scanlon, Commanding Officer of the Office of the Deputy Commissioner of Community Affairs. D.I. Scanlon praised Cadet Chernyavsky's "outstanding" work and wrote, "His professional demeanor and meticulous appearance reflect most positively on the caliber of personnel in the Cadet Corps."

The Cadet Corps also commends Cadet Anson Kau, assigned to 90th Precinct, who played a critical role in assisting the 90 Precinct RIP Unit in solving a serious robbery pattern. On June 1, 1993, Detective John Oddo of

(Continued on page 5)

C.O.'S CORNER

Let me begin by offering my congratulations to the Police Cadet Corps for bringing back the Cadet Corps Newsletter, which had not been published in several years. Our goal with this new version of the newsletter is to use it to spread the good news about the Corps. We intend to report on the interesting activities and exploits of current Cadets and of police officers who are former cadets.

We will also use the newsletter to keep you informed of career opportunities and other special programs designed for current and former Corps members. For example, this newsletter includes an article about the effort to form a new fraternal organization made up of current and former cadets. It will be known as the Police Cadet Corps Fraternal Society. If you'd like to join, you should fill out the form on page 3 and send it in Department mail to the Cadet Corps office.

Also covered in this issue is news of the largest hire of new cadets in the history of the Corps -- 184 in late June. This class includes, for the first time, Cadets who came to the Department after one full year in the CUNY Cadet Program. The CUNY cadets bring a new, fresh outlook and significant experience in public service to the Corps. All of the new cadets were trained for 1 weeks full time this summer. As the commanding officer, I welcome them all. We need you, and we wish you well.

The Cadet Corps should also congratulate and thank Deputy Inspector Charles V. Campisi for all he has done to shape the Corps in the last two years and to inspire and motivate the cadets during his tenure as the commanding officer. We wish him good luck in his new assignment and continued success in his career.

This newsletter is published by the Cadet Corps staff and by a handful of ambitious cadets. Most of the articles were written by cadet volunteers, and, of course, all cadets are welcome to contribute news articles and opinion pieces to future editions. If you have writing, photography or computer skills, and you want to join the newsletter staff or just contribute an article, please contact Sergeant Nancy Barry at the Cadet Corps office at 212-477-9218.

Finally, let me offer my warmest congratulations to the Cadets promoted to Police Officer on August 27. The entire Cadet Corps wishes you the best of luck in the Police Academy and in your future careers as "New York's Finest."



Captain Daniel J. Oates

Undercover with the PMD

By Cadet Michael Riggio

As I strutted through Times Square, I now felt calm and relaxed. I had been here before, and I would probably be here again. No longer was I nervous about making "the buy." I had already made three this night, and I was on a roll.

After making sure that my backup was in position, I entered the bodega. The moment I stepped through the door, I knew it was going to be a "hit." It was apparent that I could buy a lot more than I wanted. Within one minute, I had handed a man the money and received a brown bag in return. After the purchase, I left the area and proceeded back to the unmarked police car.

"It was a hit, Sergeant. One 12-ounce Budweiser." At that moment, the Sergeant and the three officers left the car and entered the bodega. They quickly blocked the front entrance and temporarily closed down the store to write the seller a summons.

This is a typical occurrence when working a tour with the Public Morals Division (PMD). New York City Police Cadets are used by the Public Morals Division to purchase alcohol from locations that are the target of complaints for sale of alcohol to minors. These complaints are received at the precinct level and then transferred to that borough's Public Morals Squad. Once PMD has a sufficient list, they reach out to the Police Cadet Corps to supply a Cadet under 21 years of age to act as an "undercover."

The Cadet has a chance to explore a new level of the nation's finest police department. It is an opportunity to meet new people and work out of uniform. While working with PMD, you may find yourself in a bodega, a bar, or even a night club. The evenings usually start by hitting bodegas, and as the night wears on, you may find yourself in a bar, or even a night club. On occasion, you may even be inside of a restaurant ordering appetizers while you wait to be served wine.

The Public Moral Division is hoping that the undercover is "proofed." Therefore, the store owner is doing his job and doesn't receive a summons. However, if the store sells to the Cadet, it will be hit immediately by the PMD Squad. Typical enforcement includes the serving of a summons and the vouchering of the evidence, which is the drink or bottle of beer sold to the Cadet. In some cases, store owners, cashiers or bartenders are arrested. Working in Public Morals is an excellent opportunity. If you are a cadet under 21 years of age and interested, you should inquire about the program at the Police Cadet Corps.

Cadet Riggio is assigned to the 40 Precinct and is scheduled to be promoted to Police Officer in June, 1994. He currently attends John Jay College.

STAFF

Vol.II, NO.1 September, 1993

The Police Cadet Corps newsletter is published by the Cadet Corps staff and by the following Cadets:

KYLE TRISARNSRI

ANSON KAU

LARRY FRAZIER

OPPORTUNITIES

BENEFITS

FELLOWSHIP

Join the Police Cadet Corps Fraternal Society

By Cadet Cynthia Ramirez

Would you join the Police Cadet Corps Fraternal Society? Many active and former cadets want to form just such a group. Like any of the fraternal organizations (e.g., the Emerald Society, the Hispanic Society, etc.), the Cadet Corps Fraternal Society would be dedicated to promoting the welfare and professional development of its members. Of course, it would also be an outlet for active cadets and former cadets who are now police officers to just have a good time together -- at social settings like class reunions, regular meetings, parties, dinners, etc.

To form a fraternal organization, we need volunteers -- persons willing to serve as organizers and even as officers, such as the president, vice president and treasurer. The first step is to gather a list of interested active cadets and former cadets who are now police officers. Below is a tear out form you can fill out and mail to the Police Cadet Corps in Department mail. Please fill out the form if you're interested in joining the Corp's new Fraternal Society.

Why join? The Police Cadet Corps Fraternal Society will be dedicated to assisting and promoting the careers of all active and former Cadets. In other words, it will be your voice within the Department -- an advocate for your interests. For example, the Society will keep you informed of the special career path opportunities you have as a former cadet. The new Fraternal Society might, for example, arrange for special tutoring for former cadets for the upcoming sergeant's exam. There might be an occasion for the society, in its role as the voice of cadets, to appeal to the Police Commissioner or other high-ranking officials in the Department for help in addressing a particular concern regarding assignments or opportunities.

The Fraternal Society will also help current and former cadets to keep in touch with one another. It can coordinate cadet class reunions, parties and other social events.

In short, what we do with our Fraternal Society is up to us. The Police Commissioner, who was the first commanding officer of the Police Cadet Corps, has already indicated his support in this effort. Our first step will be to hold a meeting to organize this new group. All volunteers will be welcome to attend. Those at the meeting will develop a statement of goals and purpose for the society and will write a constitution or charter. They will also decide on a process for electing officers and generally getting started in organizing what could become a great new fraternal society within the Department.

First, we need you to tell us whether you would join the Police Cadet Corps Fraternal Society. You can join -- and even volunteer to help organize -- by filling out and mailing in the form below. Cadets of the past, present and future should be given the chance to unite. Much more than other organizations, the Cadet Corps Fraternal Society will consist of a diverse group of men and women sharing common experiences and a common destiny. You are welcome to join us. Just fill out the form today.

Cadet Cynthia Ramirez is assigned to the 1st Precinct was promoted to police officer on August 27, 1993

POLICE CADET CORPS FRATERNAL SOCIETY APPLICATION

Name: _____

Tax Number: _____

Phone# (Home): _____

Command: _____

Phone# (Work): _____

Date Appointed Cadet: _____

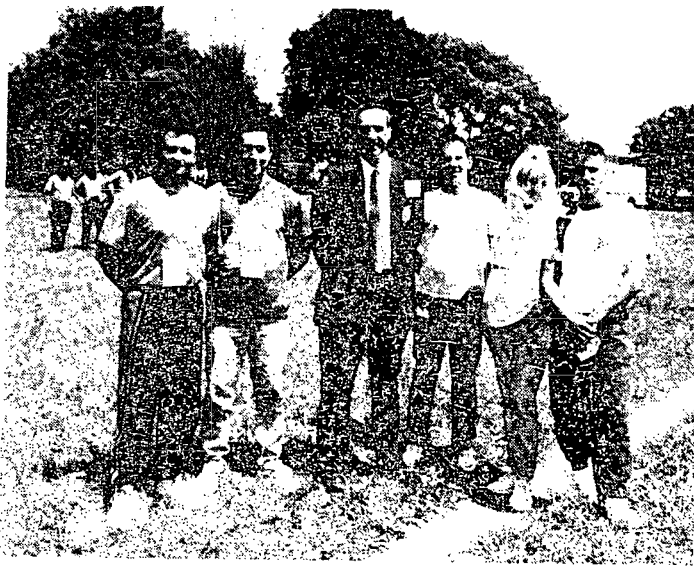
Date Appointed Police Officer (if applicable): _____

Home Address: _____

☐ Yes, I would like to join the new Police Cadet Corps Fraternal society. Please contact me with details on how to join.

☐ Yes, I would also like to help in organizing the new Fraternal Society. Please advise me of the time and location of the first organizational meeting.

(Mail this form in the Department Mail to: Police Cadet Corps 7th Floor, Police Academy)



Captain Oates and Cadets at the Mock Disaster.

MOCK DISASTER By Cadet Larry Frazier

On Saturday, June 12, 76 volunteers from the Police Cadet Corps had the opportunity to participate in a mock disaster drill, sponsored by the Operation Division's Office of Emergency Management under the direction of the Deputy Inspector John Laffey. This year's drill consisted of a mock airline disaster and took place in Queens, the sight of New York's two major airports. Detective Dennis McDonald, who helped organize the drill, stated, "One of the main reasons for the program is to foster inter-agency cooperation and coordination with the ability of agencies to work with each other. This allows the City of New York to handle disaster situations well."

For cadets, the day was not only a learning experience but also a great deal of fun. The cadets played the role of various victims at the scene of the plane crash. Some had severe neck injuries and were prepared with gory makeup to simulate broken bones, missing limbs, etc. Others were told to simulate psychological trauma. They role-played with police psychologists, detectives "investigating" the crash and other medical professionals. Chief of Department David Scott praised the performance of the Cadets. "The operation was excellent. It was conducted in a good manner, and I thank the Cadets for a wonderful operation. The scene was so realistic and this dramatization will help you to prepare for any disaster that happens in the city. It will help the Police Department, Emergency Medical Service, The Fire Department, and other city agencies to work together."

Cadet Roameille Dorvil, a participant, said, "I feel that this event has given us an advantage in dealing with any type of disaster situation. The agencies were well coordinated and made me feel comfortable in spite of my injuries."

Police Commissioner Raymond W. Kelly, who took time out from his schedule to attend, said of the planned event, "The Mayor is the coordinator of this event. Deputy Inspector John Laffey goes through this on a daily basis, planning and organizing. This event is done to bring all of the agencies together in case of a disaster. Two weeks after this event, it will be reviewed to see if anything went wrong with the operation. If so, a correction will be made. This event is also important because it is something that we need more practice in to gain experience in the event of any disaster."

A great time was had by all of the Cadets. In addition, the Cadets gained valuable insight into operations of the Police Department, as well as other city agencies.

New Cadets Hired

(Continued from page 1)

being promoted to police officer.

The new Cadets from the CUNY program are pursuing two-year associate degrees and are students at CUNY colleges. All of these cadets have spent at least one year in the CUNY Cadet Program, which includes a comprehensive curriculum of law-enforcement training and public service that is an ideal preparation for their transition to the N.Y.P.D. Cadet Corps. Because these Cadets have spent a year in the CUNY program, they will spend only one year in the Police Cadet Corps and are expected to be promoted to police officer in June, 1994.

The Commanding Officer of the Police Cadet Corps, Captain Daniel J. Oates, likes the fresh look and diversity of the new Cadet class. "They appear to be an exceptional group of people," he said. "We are fortunate to have among us two groups of students. The CUNY Cadets bring to our program all of the training, experience and discipline they developed in the CUNY program. The Cadets hired through the traditional, senior program also offer the Corps a great diversity of academic and professional skills. It's a good mix."

The new Cadets have Already completed the traditional 10 weeks of summer training with the Corps. This training consists of two weeks of instruction from the Academy, which includes disciplines from Law, Police Science, and Social Science. Cadets are also drilled extensively in assertiveness training and they attend a series of field trips. These field trips include visits to Rikers Island, the Harbor Unit, and many other exciting places. The Cadets were assigned to precinct commands in late August.

Cadet Larry Frazier is assigned to the Midtown North Precinct and is scheduled to be promoted to be a Police Officer in June, 1994. He is currently attending Baruch College.

Cadet Vincent Castagliola of the 88 Pct, role-playing as a victim.



Cadets Recognized

(Continued from page 1)

the 90th Robbery Identification Program (RIP) Unit effected the arrest of a 17 year old male in connection with Brooklyn Robbery Squad Pattern #34. Pattern #34 consisted of numerous robberies of Chinese owned businesses, in which all the complainants spoke only Chinese.

On June 1, Detective Oddo conducted lineups with the aid of Cadet Kau, who speaks several dialects of Chinese fluently. Cadet Kau acted as an interpreter during the lineups, as well as explaining the investigation process and lineups to the complainants. Cadet Kau accompanied Detective Oddo and the complainants to the Brooklyn District Attorney's Office where he again assisted by translating for the complainants and the District Attorney.

As the result of the services by Cadet Kau, he was instrumental in closing Pattern #34. Cadet Kau received a letter of recognition from the Commanding Officer of the 90 RIP Unit. The letter thanked him for making such good use of his excellent communication skills and for his patience in handling the victims of these crimes.

The Cadet Corps also commends Cadet Kyle Trisarnsri, presently assigned to the 5th Precinct, who played a critical role in assisting the 5th Precinct Detective Squad in investigating an Asian prostitution ring.

In the early morning of June 7, 1993, Cadet Trisarnsri received a call from the 5th precinct requesting his assistance in helping to investigate a prostitution ring involving the Fuk Ching gang. The gang lured women from Thailand promising the women employment in restaurants, but once they arrived in New York, they were forced into prostitution for the gang. Cadet Trisarnsri, capable of understanding and speaking Thai, was able to question the women and help break the prostitution ring.

Detective O'Neill of the 5th Precinct Detective Squad was pleased with Cadet Trisarnsri's performance and praised his outstanding work. Det. O'Neill stated, "Cadet Trisarnsri performed above and beyond his duties as a Police Cadet. He performed well under the circumstances and maintained a professional attitude. We at the 5th Precinct are very pleased with Cadet Trisarnsri, and if he is any indication of the members of the Cadet Corps, we look forward to welcoming more Cadets to our command."

The Cadet Corps would also like to commend Cadet Gertrude Santilaire, presently assigned to the 71st Precinct. She received a letter of commendation from the C.O. of the Brooklyn Special Victims Squad.

On July 12, 1993, Detective Bresnahan was investigating the rape of a young woman who spoke only Creole. To overcome the language barrier, Detective Bresnahan enlisted the aid of Cadet Santilaire to act as translator. Her reassuring manner was instrumental in both minimizing the emotional trauma of the victim and eliciting all pertinent data necessary for a successful prosecution. The Squad's C.O., Lt. Mcnee, stated, "Cadet Santilaire was not only an accomplished translator, but also showed herself to be a most caring and compassionate Cadet who is an asset to this Department and a credit to the Police Cadet Program."

The Cadet Corps is proud of all the above mentioned cadets and of all cadets whose services may appear to go unnoticed. Your service is invaluable and you all represent the Police Cadet Corps and the N.Y.P.D. extremely well.

If you have an interesting story about yourself or a fellow Cadet who did outstanding work, please write an article about it and submit it to Sergeant Nancy Barry of the Cadet Corps via Department Mail. All articles will be considered for publication.

VICTIM SERVICES DETAIL

The Victim Services Agency has a Domestic Violence Outreach Program that relies on Police Department assistance and which initially started in six precincts. It has now expanded to 12 precincts. As part of an initiative from the Police Commissioner's Office, the Police Cadet Corps assisted VSA for the summer on an experimental basis.

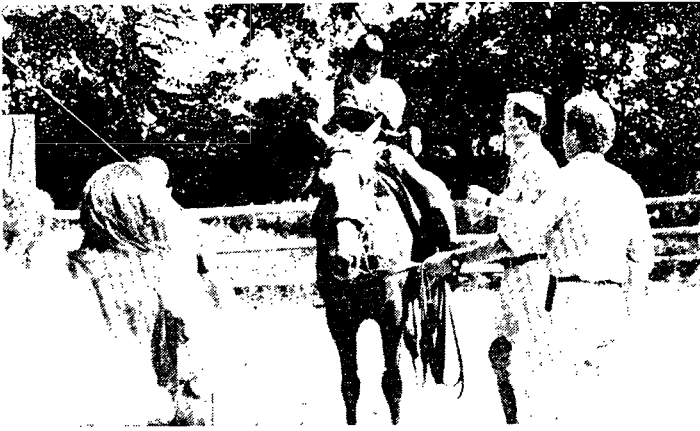
On June 21, cadets began working one tour per week with a counselor from VSA for a total of 10 weeks.

This program offered Cadets a full breadth of experience in dealing with victims of domestic violence. Cadets were involved in victim outreach, crime analysis research, investigative work and doing conferrals and referrals. Cadets made contact with victims who made a report of Domestic Violence. They looked through 61's, sent out letters, made phone calls and made home visits along with a counselor from VSA.

The goals of this program are to advise victims of their rights and options and to help them make educated and informed decisions. Another goal is to identify trends such as persons in a precinct who tend to be involved regularly in incidents of domestic violence, either as a victim or perpetrator.

Working with VSA is both a challenge and an opportunity to help people. The experience embodies the values of the Police Department, which include crime prevention and valuing human life and the dignity of all persons.

This program is just one of the many initiatives that the Cadet Corps is undertaking to ensure that the Cadet Corps is preparing our cadets to face the multifaceted challenges that will be presented to them as police officers in the coming years.



Cadet Gertrude Santilaire enjoying a ride.

MOUNTED UNIT DETAIL

The Cadet Corps has initiated a series of field trips designed to give cadets specialized training. The first of these training sessions was held on June 23, with the N.Y.P.D. Mounted Unit. Cadets were able to explore the operation of the Mounted Unit. They received a lecture on the history and structure of the unit and also saw demonstrations of crowd control movements. Cadets received a hands-on experience with the horses, trucks and equipment. Some Cadets even got to ride a horse.

The next field trip will be to a Highway District in the Fall.

Promotional Advantage Approved

Former Cadets who have at least one year of service as a police officer are now eligible to take the October 16, 1993 Sergeant's Examination as a result of a rule change by the Department of Personnel.

Due to the request by Police Commissioner Raymond W. Kelly, the Department of Personnel has included a new provision that makes all former Cadets who successfully completed the Cadet Program and have at least 12 months of service as a Police Officer on the date of the exam eligible to take the test.

An amended notice of examination was recently published. Many former Cadets have taken advantage of this opportunity and signed up to take the exam.

The rule change also has important significance for the entire Cadet Corps. Most police officers must have two years of service time before being eligible to take the Sergeant's Exam. Allowing former cadets to take the test after only one year as a police officer is an important step by the Department in recognizing the value and validity of prior Cadet Corps experience.

To all former Cadets taking the Sergeant's Exam in October, Study Hard and Good Luck !!!!!!!

Advice to Cadets

In case you forgot, you need a valid New York State driver's license to be appointed to Police Officer. So for all those Cadets without a driver's license, do not delay. Start the process today. Also, as a reminder for those who are not U.S. citizens, start your paperwork now. You do not want something as minor as paperwork to stop you from being promoted upon graduation from college. If you have any questions or problems, let the Cadet Corps know immediately.

A tip to all new Cadets in their new Commands. Do not forget to get a scratch from your supervisors each tour, and keep your memo book up to date.

Reflections

By Cadet Joseph W. Angelo Jr.

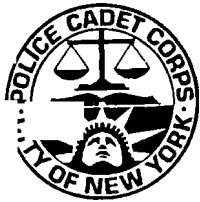
When I think back about my two years as a Cadet, what comes to mind even more than the interesting things I have seen and done, is the people with whom I have worked that have made my experience so good. Not only have the women and men of NYCPD been very helpful to me in learning the job, but the people at the Police Academy have tried and succeeded in giving me the best opportunities available. Also, it is the cadets whom I have met and worked with that have made the process so much easier. One reason that I have enjoyed working and coming to training is to catch up and talk to the other women and men in the same position. They, in my estimation, are truly top notch people, and I cannot wait to become a Police Officer with them.

Becoming a cadet, which I am glad to be, is something which I certainly do not regret. Through the past two years, I have learned much of what it is means to be an officer. I think that with the experience that I possess and take with me into the Academy, I am ready and capable to succeed in being a worthy addition to the Police Department. I am grateful that such a Program exists and that it is beneficial to those who take advantage of it.

Cadet Joseph W. Angelo Jr. is assigned to the 52 Precinct and was promoted to Police Officer in August, 1993. He is a graduate of Fordham University.

A t t e n t i o n

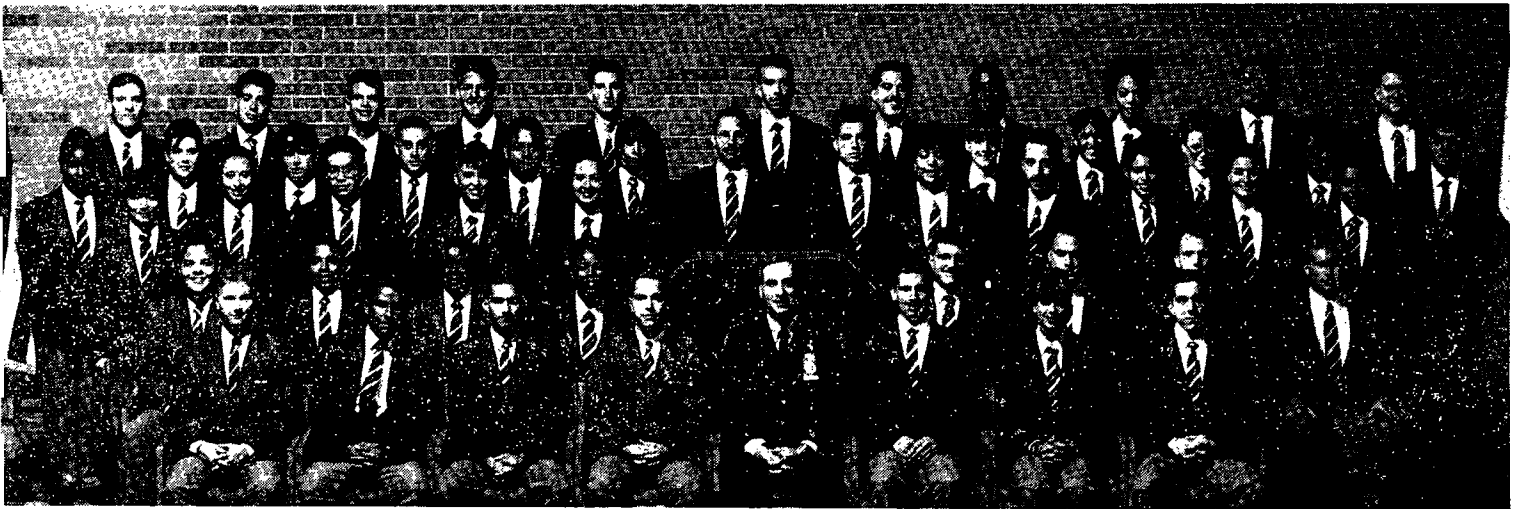
All Cadets are welcome to contribute news articles and opinion pieces to future editions. If you have writing, photography or computer skills and wish to be part of the newsletter staff, please contact Sergeant Nancy Barry of the Cadet Corps at (212) 477-9218 or send your ideas by Department Mail to the Police Cadet Corps, Room 704, Police Academy. We need your help.



NEW YORK CITY POLICE CADET CORPS NEWSLETTER

Vol III, No. 1

Winter, 1994



The 52 graduates of the August, 1993 class assemble with Captain Oates for one last photo just before the promotion ceremony.

Marching Forward: 52 Cadets Promoted to Police Officer

By P.O. Cynthia J. Ramirez

On August 27, 1993, a graduating class of the Police Cadet Corps received a very special honor. We were promoted to police officer at the regular monthly promotion ceremony attended by hundreds of Department members, family and friends. We joined one Deputy Chief, several Inspectors and approximately 50 new detectives in the official ceremony.

In the Department's simple tradition for such ceremonies, the names of each new police officer/former cadet were announced by the Chief of Department, David W. Scott. We then crossed the stage, shook hands with Police Commissioner Raymond W. Kelly, and were handed a certificate of graduation.

In the moments before the ceremony, Sergeant Gregory Williams assembled the cadets, praised us for our success in the Corps, and cautioned, "Don't be ashamed of where you came from." He admonished us to maintain pride in the Corps and our accomplishments, and to represent the Corps well to our fellow police officers in the Academy and throughout the rest of our careers.

It was a hot day at One Police Plaza, made hotter by the fact that each of us was going to be promoted to Police Officer in front of our families and the Police Commissioner. "You simply have more experience that will hopefully benefit you in the future," Sergeant Williams said. No doubt this was an understatement. The Police Cadet Corps has gone beyond the call of duty in providing Cadets with the most extensive training possible. From precinct to unit, from detail to special assignment, the Corps has introduced us to our future career. Every Cadet would agree that we are all more than ready to meet the challenges of being a New York City Police Officer.

As each Cadet made his or her way to a seat, we looked at each other with pride, nervousness and disbelief. We learned a lot, and made many friends during our participation in the program, but now, we were expected to bring our experiences and determination with us as we began our police careers.

Then came that magical moment when Chief of Personnel William J. O'Sullivan administered the Oath of Office. As right hands

(CONTINUED ON PAGE 8)

This second edition of the Cadet Corps Newsletter contains a special feature. Police Commissioner Raymond W. Kelly, perhaps the most famous former Police Cadet, retired from the Department on January 8. On his last business day in office, he consented to be interviewed by two reporters for our newsletter, Cadets Rommelle Dorvil of the 75 Precinct and Cadet Michael Bazerman of the 68 Precinct.

Much of that interview is excerpted in this newsletter, beginning on page three. The article provides some exceptional insight into Commissioner Kelly and the Cadet Corps. It is a tribute to the high regard Commissioner Kelly held for the Cadet Corps that in his last few hours in office, he took the time to spend nearly an hour being interviewed for our publication. As he exhibited throughout his entire career, Raymond Kelly truly cares for and believes in the concept of a Cadet Corps as a vehicle to attract the best college-educated young adults to the N.Y.P.D.

I suggest that all cadets and former cadets read carefully the former Commissioner's comments about the Corps to enrich their lives and boost their careers. All of us should strive to obtain as much enjoyment and fulfillment in our police careers as Raymond Kelly obviously did in his 34 years of services in the N.Y.P.D.

Our enterprising reporters are unlikely to stop with this success. They plan to request an interview with our new Police Commissioner, William J. Bratton, for our next issue.

Other articles in this issue concern the August promotion of 52 cadets, the outstanding performance of various cadets in the field, and the growing success of the Victim Services Agency detail. I particularly recommend the "Focus" article about Lieutenant Gilberto Gomila, the Executive Officer of the Cadet Corps, on page 6. He is a model for all cadets and future police officers.

Thanks again to the Cadets who are working hard to produce this newsletter. If you have writing, photography or computer skills, and you want to join the newsletter staff or just contribute an article, please contact Sergeant Nancy Barry at the Cadet Corps office, 212-477-9218.



Captain Daniel J. Oates

RECRUIT OFFICER FAMILY DAY

By Cadet Lori Dachille

On October 23, 1993, the present recruits and their families were invited to spend the day at the Police Academy for a variety of fun activities. A few Cadets were given the opportunity to help out that day.

This was an excellent chance for the families of the recruits to learn about the different aspects of the Police Department they might not have known existed. The families were treated to a tour of the museum, which contains the largest display of police history, historic items and memorabilia from departments all over the world. Among the demonstrations, there was a water safety lesson from the Scuba Unit. The Canine Unit demonstrated the basic commands that are used with dogs that enable the animals to perform special functions. Guests had their faces painted with fake scars, done by the Street Crime Unit. For the sports fans, there was a basketball game in the gym featuring the Police Academy Staff against the recruit officers. Most

importantly, families attended a discussion concerning the lifestyles of a Police Officer, which explained what happens once a recruit graduates from the Academy.

Working on family day was a fun and interesting experience for cadets. We were allowed to walk around and speak to representatives of the different units. In addition, many guests expressed an interest in the Cadet Corps and its programs.

Cadet Dachille is assigned to the 69 Precinct and is attending Brooklyn College.

STAFF

Vol.III, NO. 2 Winter, 1994

The Police Cadet Corps Newsletter is published by the Cadet Corps staff and by the following Cadets:

ANSON KAU

LARRY FRAZIER

CHRISTENSEN SEEPERSAD

KYLE TRISARNSRI

CONGRATULATIONS

The Police Cadet Corps would like to congratulate our previous Commanding Officer, Charles Campisi, on his recent promotion to Inspector. Inspector Campisi commanded the Police Cadet Corps from October, 1991 to April, 1993. He is presently assigned to the Internal Affairs Bureau. We wish him continued success in his police career.

The Police Cadet Corps would also like to congratulate our present Commanding Officer, Captain Daniel J. Oates on his successful completion of the certificate program at the Police Management Institute.

We also congratulate Training Officer Carl Parker III on his promotion to Detective. Best of luck to P.A.A. Marguerite Payton on her recent transfer to the College Liason office in the Police Academy.



Inspector Charles Campisi is shown being sworn in at his promotion ceremony in October by the Chief of Personnel, William J. O'Sullivan.

N.Y.P.D.'S MOST FAMOUS FORMER CADET, THE POLICE COMMISSIONER RAYMOND W. KELLY RETIRES

Raymond W. Kelly joined the New York City Police Department in 1960 as a police cadet. Thirty-Four years later, he retired from the Department, ending a spectacularly successful career. His last 16 months were spent as Police Commissioner. He was succeeded on January 10, 1994 by our new Police Commissioner, William J. Bratton. In his new career, Raymond Kelly will be a professor at New York University's Wagner School of Government.

Commissioner Kelly was a great proponent of the modern Police Cadet Corps, in part because he was himself a cadet when a similar program existed in the 1960s, and also because he served as the first Commanding Officer of the new Police Cadet Corps in 1985 and 1986.

On his last day in office, January 8, 1994, the Commissioner faced a hectic schedule greeting last-minute well wishers and wrapping up the transition for the incoming Police Commissioner. Despite this, he made time once again for the Cadet Corps, granting an interview for this newsletter in which he discussed his career and his feeling about the successes and the future of the Police Cadet Corps. Cadets Michael Bazerman of the 68 Precinct and Rommelle Dorvil of the 75 Precinct conducted the interview. Excerpts of the interview are printed below.

Q: What impact do you think the Police Cadet Corps has had on the Department since 1985 when you first established and commanded the Corps?

A: I think the Cadet Corps has had a significant impact. It shows the Department's commitment to education. I think we have gotten quality people through the Corps, people who have made a conscious decision in both to get their education and join the police service. So it reinforces the Department's goal to get the best possible people in the Department and certainly includes educational achievements, and it produced some quality people in time when perhaps some of the people coming in the Department, the quality of the people coming in the Department, has been questioned by some outside.

Q: Why do you think it's questioned by the outside people?

A: I think with corruption allegations and some of the revelations that have come forward, our standards have been looked at, and I think as you look back through the years, that I think there has been an erosion of some of the requirements to become a police officer. My own proposal has to do with corruption prevention partly, but I think it certainly brought on a look at the quality of services provided. It would be to require every person coming into the Department to have two years of college, and I would require everyone to have a baccalaureate degree to be promoted to any rank, including Sergeant. For instance, now what you do is you give people a reasonable amount of time. This is not something you promulgate and require everyone within the next year or so to have a college degree. I think these things are doable. I think these are goals you lay out there. What we do now, we give people a period of time to get promoted to sergeant, to get 64 credits, enough time to get it if they don't have it

already, and I think we can do that same thing with the degree requirement for sergeant and above. You give a reasonable period of time.

This is a complex business. This is the most demanding and complex law-enforcement environment probably in the world. It doesn't make sense to me to have people doing this business with a GED diploma, which we have now. Nowhere else in industry do they allow that to happen. Education is a barometer to a certain extent of skill level, and I would require a baccalaureate degree for any advancement in the Department other than discretionary ranks for a detective. I wouldn't put another requirement for detective.

Q: Do you have any special stories or fond memories from your experience as Commanding Officer of the Police Cadet Corps?

A: Oh, I have, I guess, a lot of them to think about it, but I remember specifically taking the Cadet Corps out to the U.S.S. Kennedy. We met President Reagan -- this was in 1986 -- had steak dinners. This was the bicentennial for the fleet week, well the 100th anniversary of the Statue of Liberty. The U.S.S. Kennedy aircraft carrier was here a week in New York. A lot of things together, fleetweek, 4th of July fireworks and the lighting up of the Statue of Liberty that was refurbished. And we took all of the cadets in boats to the Kennedy, came up, had dinner on the ship, met President Reagan.

Q: The whole Cadet Corps?

A: Yes.

Q: How important do you feel a college education is to being a good police officer?

A: I think that there are many, many good police officers without a college education, that's for sure. The pressures, the complexities of policing, it can only enhance the ability of police officers by requiring a college diploma. That would be my goal. I think you get there, you get there incrementally. You don't declare that they put in 64 credits, but someplace down the road, that they have a college diploma.

Q: How did your experience as a cadet affect your career with the Department?

A: Well, I think I really became almost addicted to this Department as a result of being a cadet. I have no relatives, never had any relatives in the Department. Don't now. When I started,



Raymond W. Kelly

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I worked on a switchboard in the Communications Division, 240 Center Street. The switchboard had over 2,000 extensions in front of it. It was at that time one of the biggest switchboards in the world. Very early on, I was with other cadets, and we were able to master that board. Calls kept on coming in. It wasn't the emergency board per say. It was the Spring 73100 number in Manhattan. This board was before the 911, and people would call that number. Each borough had a different number. The main 54400 number was in Brooklyn. Each borough would have a different number if you wanted to call the police, but you would get some emergency calls and a whole lot of administrative calls. It really was a kind of crossroads of the city as far as information exchange. You knew what was going on, and you would realize what a dynamic city this was and what an interesting business the business of policing was. It's exciting that happened to me as a cadet, and I must tell you quite frankly, I became a cadet because it seemed like a better job than I had as a stock boy at Macy's. I was going to Manhattan College. I was working as a stock boy, and I believe I saw an add in the Chief, the newspaper the Chief. That's how I responded to it. Nobody, I had no relatives in the Department, and here I am.

Q: Do you think it was more of an adrenaline flow once you started dealing with the Police Department?

A: Yes. It was exciting from the get go. You know, it was the business of helping people, having a kind of insight on what was going on. You are not a sideline citizen in this Department. You feel like you are a participant. You don't get your news from Channel 5 at 10 o'clock. You are maybe on the news or at least had a sense of what was going on. I think that is another aspect that appealed to me about policing, the fact that you are a player.

Q: I have a question that is a little off the track. Did you ever meet people in the course of your lifetime as a cadet or maybe before that where people would look at you and say, you're going to be someone someday?

A: Yes. People did say that about me. It's interesting that you say that about me because someone just told me that today. I never aspired to this job. My aspirations were to be promoted to sergeant. I started going to law school. I had kind of a strange

career in that, I was a cadet, I was appointed to the Department just like you will be. You had to take the police officer's examination and pass it. I was in the Department, the Police Academy, for five days, and then I left. I went on active duty with the Marine Corps for three years. During that time, I went to Vietnam. When I came back, I went to the Police Academy because I had never been through the Academy, and fortunately graduated first in my academy class. I still wanted to go to law school. So I started going to law school, a year after I came back. It was very demanding. I just kind of fell into it. It's not like I aspired to be Police Commissioner. The lesson to me, and the lesson I try to give my kids, is that if you work hard, the cliché sounds so corny, but if you work hard and do the best that you can and have pride in your work product, good things happen to you. People recognize it. I recognize it here.

I look for people who work, turn out a good work product,

who are smart. I'm looking for people to deliver. It's not easy to find. There are in every walk of life, including the Police Department, there are song and dance people who give me a thousand reasons why something can't be done, but people who deliver are worth their weight in gold. I think that there is a lesson, and I kind of think of myself as, you know, kind of plugging along and getting promoted to various ranks and taking on increased challenges, and it has worked out. I don't regret one single minute in making this selection or doing this job.

Q: Especially after you have risen through all of the ranks?

A: Yes. I feel good about it, grateful.

Q: I think it would be hard to look through the paper and say, oh, he's a professor at a university. It would be a shame and a waste. I'm just a cadet. Who am I to tell you where you should be?

A: I'd love to be here. It wasn't my choice to leave, and life goes on. I think that's another lesson that we have to learn, it is that the one constant in life is change. Things are going to change. A lot of things are out of your control. We have to learn to adapt to change. It will happen. Change is going to happen. You are either going to go with the flow, or you are not. I think you have to respond as best as you can to these situations. Yes, I happen to agree with you. I think that I should be here because I have a lot of experience. I have educational experience.

I think your education experience comes out in your work. Education is important. I've been fortunate the Department sent me to Harvard for a year. I went to law school. I went to NYU and graduated law school. I have four degrees, a Bachelor's degree, Law degree, a Masters of Law degree and a Masters in Public Administration. I got all of these while I was in the Department. I also went to Japan for two weeks. The city sent me. I commanded four precincts, been involved in probably a couple thousand arrests, rescues with ESU, repelled out of helicopters, knocked down doors with OCCB. I was a lawyer and

was in the Legal Division. I also argued cases in the License Division, repelled out of buildings.

Q: The cadets and police officers who are former cadets recently formed a fraternal society. What steps could the fraternal society

take to improve the image, knowledge, and understanding of the Cadet Corps throughout the Department?

A: That's a good question. I am very supportive of this organization because one of my goals that I see for the Cadet Corps and Cadet Corps alumni is kind of a bootstrap approach. Helping the next cohort, if you will, of cadets coming in. What you do is form cohorts and move through the Department to be a support group and provide information and counseling. This was my vision of the Cadet Corps program. I would have meetings with guest speakers, some of our brightest and probably younger executives, people who have maybe commanded the Cadet Corps, but coming in from various aspects of the Department, getting funding from outside foundations to allow you to get guest speakers to come in. It cost money to get guest speakers, people

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Cadets Are Mobilizing

By Cadet Christensen Seepersad

The call came late one Wednesday evening. Cadets were going to protest against the color Green!

We assembled at the Police Academy and were bused to our protest location. Soon, area residents saw a group of "wild kids" marching, shouting and throwing plastic bottles at police officers.

Mounted Cops formed an apex in front of the marchers, and cops in full riot gear bordered the sides. RMPs, vans and motorcycles rode along, while captains, lieutenants and even a few chiefs looked on from afar. What was happening?

The answer is that since August, the Cadet Corps has had a pivotal role in the ongoing Department-wide training in rapid mobilization conducted by Deputy Chief Louis Anemone of the Office of Management Analysis and Planning. Typically, 50 cadets at a time will play the role of angry demonstrators at a location to which the seven borough task forces respond. The cadets march, chant, stimulate throwing objects at the officers and get "arrested." Their participation has been critical to the development of police officers' and commanders' skills at policing large, disorderly groups.

Typical of these exercises was one held in mid-November in the 10th Precinct in the Patrol Borough Manhattan South. About 50 cadets were mobilized to form a large, boisterous crowd. Under the direction of Sergeant Atilla Ayan, who played the role of leader of the demonstration, the cadets shouted slogans, pretended to threaten officers and even threw plastic bottles to stimulate the kinds of objects that have been thrown at officers at violent demonstrations. All of the cadets' conduct is designed to heighten the feel of a "real" demonstration.

Under careful supervision from sergeants, lieutenants and captains, a force of about 150 police officers moved in slowly and eventually "arrested" all the cadets. The cops and bosses then regrouped to assess their performance.



Cadets, surround by cops in riot gear, march and chant in one of the mobilization drills. The Corps has played a key role in these drills.



Cadet Stephaine Moses of the 113 Precinct poses as an angry demonstrator, chanting on a megaphone and urging on her fellow cadets.

Although it has the appearance of fun and games, such training is extremely serious. The Department has come under intense scrutiny in recent years for its handling of such large-scale disturbances as the Korean grocery boycott in 1990, the Crown Heights disturbances in 1991 and the Washington Heights events of 1992. With each practice mobilization drill, the police officers and supervisors learn more about the proper handling of large, disorderly crowds. The cadets also learn a great deal by watching how the cops respond and handle them.

Cadets also have a lot of fun in the mobilization exercises. Remember, these details can add additional hours to the 60 allowed per month. So when the call comes down, "Cadets Mobilize," your log books should show "Present for duty."

Cadet Christensen Seepersad is assigned to the 104 Precinct in Queens. He is currently attending New York Institute of Technology.

FOCUS

An Interview with Lt. Gomila

By Cadet Larry Frazier

Created as a training ground for "Police Executives of the 21st Century," the Cadet Corps program provides qualified college men and women with a chance to experience the challenges and personal rewards of a leadership career in the NYPD. The Cadet Corps represents a major initiative, designed to ensure that future Police leaders are better educated and more representative of the racial and ethnic diversity of the city.

Dedication and commitment of the uniformed and civilian staff of the Cadet Corps are key elements that make the cadet program shine. One such dedicated staff member is Lieutenant Gilberto Gomila, Executive Officer of the Police Cadet Corps. Often thought of as the "all round handy man of the Cadet Corps," Lieutenant Gomila has been a fixture at the Corps since its inception in 1986.



Lieutenant Gilberto Gomila, Executive Officer of the Police Cadet Corps.

Born and raised in the Bronx, Lieutenant Gomila joined the Police Department in 1967 as a beat officer and steadily worked his way up the ranks to lieutenant. As a young man growing up in the Bronx, Lieutenant Gomila attended Morris High School and worked part time at a neighborhood bodega. While working there, a beat cop in the area named O'Hara served as a role model for our Lieutenant and inspired him to become a police officer. After serving on patrol for 20 years in Bronx and Brooklyn commands, at the urging of Police Commissioner Raymond Kelly (who was then the Commanding Officer of the Police Cadet Corps), Lieutenant Gomila joined the Cadet Corps as a recruitment and retention sergeant.

In order to become a lieutenant, it is necessary to meet certain college requirements. So after 29 years out of school, Lieutenant Gomila returned to college to earn the credits he needed. In his words, "It was one of the best things I have done."

Lieutenant Gomila brings a great deal of knowledge and compassion to the Cadet Corps. When asked about his role at the Corps, he replied, "I do a little of everything. I recruit potential Cadet candidates and take them through the process as Cadets. In

addition, I monitor all present Cadets up until they become Police Officers." The Lieutenant also performs other functions that may go unnoticed, such as training PAA's newly assigned to the Cadet Corps, and monitoring former Cadets at their present commands.

"I couldn't survive without him," said Captain Daniel Oates, the Commanding Officer of the Police Cadets Corps. "He is a true professional. There is a lot to running this command. With all his experience, there isn't a single problem that comes up that Lieutenant Gomila hasn't faced before. He's a true problem solver and a pleasure to work with. All cadets should aspire to be as good a police officer as he is."

Outside work hours, Lieutenant Gomila spends most of his time with his wife and three children. His eldest daughter Myrna Lynn, is taking a cue from her dad and is now a Police Cadet at the 52 Precinct. The Lieutenant's hobbies include fishing, basketball, stickball and jogging. He is also a member of the Police Department's marching band, playing the trumpet.

When asked what is his ultimate goal for the Cadet Corps, Lieutenant Gomila answered, "I would like to see the Cadet program extended so that at least 10 percent of Police Officers enter the Department through the program, which would greatly benefit the Police Department."

Cadet Larry Frazier is assigned to the Cadet Corps in the Academy and is attending Baruch College.

CAREER PATH PROGRAM

The Career Path Program for police officers who are former cadets has begun. The goal of this project is to track the performance of police officers who are former cadets and to expose them to career opportunities. This effort is consistent with the Cadet Corps' mission to produce a cadre of college-educated, community-policing-oriented, future leaders of the NYPD.

The first wave of graduated cadets are being called down for interviews with Lieutenant John Strendrini, the Commanding Officer of the Career Program Unit. This command will track all former cadets and will, at two- and four-year intervals, assess their performance. All officers will be counseled regarding career opportunities. Those who have performed well will also receive opportunities to interview for special assignments within the Department, such as with the Organized Crime Control Bureau.

The result of this new program is that cadets who perform well in precinct commands have the potential to be placed in a faster career track that takes advantage of their college degrees, their special cadet training, and their extra years of service as civilian members before they became police officers.

Congratulation to all these former Cadets and good luck to them in the future!

Victim Services Detail

In one of the best intern experiences ever designed for cadets, 25 members of the Corps are successfully participating in the Domestic Violence Outreach Program coordinated by the Victim Services Agency.

The current internship is an extension of the experimental use of cadets in 12 precincts during the summer of 1993. The summer initiative had generally positive results. V.S. A. officials expressed great appreciation for the quality of the service provided by most cadets. They have requested that cadets become permanent participants in this important effort.

Most of the participating Cadets reported the experience to be worthwhile. They assist in identifying, contacting and providing services to victims of domestic violence. They also participate in counseling, public service referrals, crime analysis, research, home visits and criminal investigations, all of which are tasks consistent with the Corps' goal of providing a realistic apprenticeship in police work.

Cadet participants are volunteers who are chosen by V.S.A. after screening interviews and with the approval of the Commanding Officer. Cadets work 21 hours a month for V.S.A. in addition to performing their regular 21 to 60 hours of Cadet duties. The purpose of allowing the additional 21 hours a month is to ensure that the V.S.A. assignment does not interfere with the Cadet's other duties and training within their command.

Cadet Oscar Espinal, assigned to the 7th Precinct, works with V.S.A. in the 44th Precinct. He feels this is a great program and finds it rewarding. He assists in educating people as to where they can get further help. He directs them to where they can obtain food and shelter, and sometimes, just lends an ear to listen to their plight. "It is kind of sad to know so many people have so many complex problems," states Cadet Espinal. "But at the same time, it is good to know you can help them. Being part of the solution is a rewarding and priceless feeling."

Cadet Christensen Seepersad, assigned to the 104 Precinct, works with the Domestic Violence Program at the 115 Precinct. He says the program also exposes cadets to the brutality some people exhibit. He says, "No one has the right to hit or threaten another. If a person has been victimized, a visit to the local V.S.A. office is a good first step and as a Cadet, I am proud to be associated with the program." Cadet Seepersad also commented that "the program offers a wide range of experiences, and builds good leadership skills."

Cadet Jennifer Anderson works in the 75 Precinct, where V.S.A. gets a heavy domestic violence workload, averaging 350 cases a month. She said that the V.S.A. coordinator, Ms Carol Ruby, depends on the Cadets to help with the backlog that develops from this busy command. Cadet Anderson states, "Cadets can learn a great deal from this program because of the kind of work that is done. Learning to speak to victims of crimes is an important part of our training as Cadets. We also learn about the Victim Services Agency and their affiliations, as well as the difference between Family Court and Criminal Court, and when to refer to which."

If you are interested in participating in this program, contact Sergeant Gregory Williams at the Police Cadet Corps.

Cadets Recognized For Outstanding Work

Recently, Deputy Inspector Peter Buccino Commanding Officer of the 19th Precinct, recruited Cadet Mark Foggin of the 19th Precinct to assist in busting four Upper East Side establishments for serving alcoholic beverages to minors. Police Officer Stephen Petrillo, the community affairs officer, had this to say: "I did not think it would work! He looks 15 years old."

Cadet Foggin showed Officer Petrillo and the entire community of the 19th Precinct that cadets make excellent undercovers. The cadet simply showed his New York State driver's license in all four bars, but the bartenders didn't bother to read the license or calculate how old he was (only 20). Nor were they deterred by his apparent youth.

After gaining entry into the establishments, Cadet Foggin successfully ordered beer in each place. The persons responsible were then arrested and served summonses for illegal sale of alcohol to a minor. Deputy Inspector Buccino and the entire 19th Precinct were hailed by the local neighborhood newspaper for making an aggressive attempt to address an important community problem. The 19th Precinct originally targeted those four establishments because of the numerous complaints they received from the community.

Cadets are already used to making undercover purchases of alcohol as part of a regular program with the Public Morals Division. Cadet Foggin was the first cadet in several years to do so directly for a precinct commander as part of a patrol unit's operation. Use of cadets by other than the Public Morals Division is still in the experimental stage. Should your precinct commander ask you to participate in an operation other than one run by Public Morals Division, be sure to notify the Cadet Corps (Sergeant Gregory Williams or Captain Oates) before participating.

Cadets Alejandro Rodriguez and Ronald Williams, assigned to the 44th Precinct, were recently recognized for outstanding performance in their command. On November 11, 1993, the two Cadets were in the vicinity of East 168 Street and Jerome Avenue when they observed an individual being chased by two males. As the two males approached the Cadets, they shouted that "he just robbed a Chinese man on 167!" The cadets promptly and safely took control of the situation and demanded an explanation from everyone. The accused stated he did not rob anyone, and that he was the victim of a robbery. The Cadets, unaware of the actual facts, proceeded with all three to the 44th Precinct station house. The detectives of the RIP unit were alerted, and after an investigation, an arrest was effected for robbery, and a knife was found on the suspect.

The Commanding Officer of the 44th Precinct RIP Unit, Sergeant Joseph Agresta, stated in a letter of commendation that, "Due to the alertness and great desire to serve the public, the Cadets were responsible for the apprehension and arrest of a career criminal. This individual posed a great threat to the members of this community, and is currently on parole."

Captain Daniel Oates, Commanding Officer of the Police Cadet Corps, has written to the Deputy Commissioner of Public Information to request that Cadets Rodriguez and Williams be

(CONTINUED ON NEXT PAGE)

Cadets Earning Additional College Credits

By Cadet Anson Kau

The Cadet Corps would like to thank Professor Craig Collins for his help in crediting Cadets who attend St. John's University with six credits toward their degrees.

To qualify, the cadet must attend 10 weeks of summer training and perform in a satisfactory manner as a cadet for two years. The program will then give three credits for the summer training and three credits for the two-year commitment. All cadets who attended the summer training but are graduating before their two-year commitment must take an assessment test. The test will consist of answering different questions regarding the Criminal Justice System in essay form.

Professor Collins is in the process of changing the time component of the requirement from chronological time to actual hours that a cadet has worked. In this sense, a cadet can qualify for the other three credits without finishing the two-year commitment by working more hours per month.

For more information about this program, please contact Sergeant Williams at the Cadet Corps and Professor Collins at St John's University. Cadets who attend other colleges should ask the appropriate administrators in their schools whether and under what circumstances extra credits can be awarded.

Cadet Anson Kau is assigned to the 63 Precinct. He has graduated from St John's University and is waiting to be promoted to Police Officer.

CADETS RECOGNIZED (CONTINUED FROM PAGE 7)

awarded a civilian commendation for their safe handling of this incident. "I think they did a great job," said Captain Oates. "They acted quickly and took a dangerous criminal off the street. They are a credit to the Cadet Corps."

Cadet Steven Roumeliotis and Cadet Gus Giannoutsos, both assigned to the 114th Precinct, are commended by their command for their assistance in Operation Gung-Ho, which took place on October 3, 1993. Through the combined efforts of the 114th Precinct, the United States Marine Corps (Recruiting Station N.Y.) and the Astoria Community Anti-Crime Program (neighborhood volunteer program affiliated with the Kiwanis), Operation Gung-Ho took place. Approximately 85 volunteers from the above three agencies descended upon the Astoria/Long Island City area to clean and paint over graffiti on storefronts, walls and the base of the Hell's Gate Bridge, inside Astoria Park. Cadet Roumeliotis and Cadet Giannoutsos realized that more help was needed in organizing Operation Gung-ho and volunteered their time and effort in the final stages of this noteworthy accomplishment.

In a matter of eight hours, approximately 225 storefronts, six large building walls, numerous light poles, mailboxes and the base of the Hell's Gate Bridge were painted over, covering the ugly and obscene scars of graffiti.

Police Officer Joseph F. Lisa, assigned to the 114 Precinct Community Policing Unit, was the one who implemented this project. In a letter to the commanding officer of the Cadet Corps, he praised the cadets, saying that Cadet Roumeliotis and Giannoutsos "represented the NYC Police Department, Police Cadet Corps in an outstanding, professional and enthusiastic manner."

The Cadet Corps is proud of all the above mentioned cadets and of all cadets whose services may appear to go unnoticed. Your services are invaluable and you all represent the Police Cadet Corps and the NYPD extremely well.

If you have an interesting story about yourself or a fellow Cadet who did outstanding work, please write an article about it and submit it to Sergeant Nancy Barry of the Cadet Corps via Department mail. All articles will be considered for publication.

MARCHING FORWARD (CONTINUED FROM PAGE 1)

were raised, and the Oath of Office recited, 52 Cadets became 52 Police Officers. It was truly a feeling to last a lifetime. One by one, each former Cadet was introduced to the Police Commissioner as a Police Officer. Commissioner Kelly greeted each officer with a smile, a handshake and a certificate. To remember this special occasion, a Department photographer took a photo of each brand new officer shaking hands with the Commissioner.

In his speech, Commissioner Kelly acknowledged and congratulated the Police Cadets, saying "These new Officers have not only successfully completed their Cadet training, but they have all attained four-year College degrees. I am confident that in years to come, many of them will be sitting in these front rows to be promoted. Congratulations to our newest Police Officers. You've made a wise career choice." After the ceremony, lots of photos were taken and hugs were exchanged. A new aspect of our lives was just beginning, and as Sergeant Williams has said many times before, "you are always on stage." We will give our best, and thanks to the Corps. Congratulations to the following newly promoted police officers :

Victor Andrea, Karen Fantino, Cornetta Muhammed, Joseph Angelo, Robert Figgers, Peter Nesci, Michelle Artis, Richard Gardner, Christine Nicastro, Alejandro Ayala, Marianne Gulotta, Kathleen O'Sullivan, Desiree Barrett, Gregory Heck, Raymond Pepitone Jr., Frank Bianco, Antonio Hernandez, William Perazzo, Joseph Buonadonna, Glenn Horton, Vito Perilli, Brian Butler, Terence Hurson, Noreen Ram, Michael Casani, Kesha Johnson, Janet Reddick, Kalung Chan, David Jorin, Joseph Ricca, Melissa Coleman, Rosalind Knox, Marta Rodriguez, Marissa Cora, Steven Martingano, Tanya Rodriguez, Vincent Costagliola, Paula Matthews, Peter Kaneyasu-Rodriguez, Dina Cox, Tricia Moretti, Donna Rosario, Catherine Durante, Andrew Morgan, Erlinda Sanclemente, Cynthia Ramirez, Jacob Solorzano, John Todaro, Kevin Vega, Louis Velazco, Michele Wiese, Albert Williams

P.O. Cynthia Ramirez is a cadet graduate and is currently in training at the Police Academy.

KELLY INTERVIEW (CONTINUED FROM PAGE 4)

with reputations. That will add some prestige to the organization. Another thing kind of on the side, I had an idealized career path for cadets. The assumption would be that you will be starting with college degree, that while you're in the Department, you will move through various aspects of the Department. Not like other people. Sampling internal investigations, a whole host of other things. You would get your Master's degree on your own, and you would be eligible for our Police Management Program, and within 15 years, assuming timing is right with the tests, you will be a Deputy Inspector who has a precinct command. That's a very rapid rise, believe me. So in order to support that type of idealized career path, one of the important aspects is the Cadet Corps group. That kind of keeps the concept alive, and I think Captain Oates is a good man and will do that. There have been stars of the Department in charge of the Cadet Corps group, Mike Julian, Al Goodman, Inspector Lawless.

Q: Do you have any advice for the present cadets and the many who await entrance into the program?

A: Well as far as awaiting entrance, I think it is worthwhile to wait. I like the program, and I think the Department should be committed to it. I know I certainly am. As far as cadets in the program, I say learn as much as you can. Treat it as a profession. This is kind of a calling, and you should learn as much as you can about the business that you are going into. Don't necessarily try to be one of the boys. There is a tendency, everyone wants to be accepted by their peer group, and peer group in this case may include police officers. We look for cadets to be special people, to hold themselves to a higher standard perhaps than the rest of the world, and sometimes there might be a tendency not to hold yourself to that standard if it means being accepted to be a part of a group. We want cadets to learn what's going on in the Department. If they see something or something that they don't like, don't necessarily buy into it or do it or whatever. Hold yourself to the highest possible standard, because we envision cadets as leaders of this organization in the 21st Century. You have to follow legitimate leaders, but don't necessarily be co-opted. Keep yourself at that highest possible standard. Don't do things because everyone else does it, because there is the right thing to do, and it is not always easy. You'll get into a lot of practical situations, and you'll know what I mean. Here it might seem great theoretically but in precincts and commands, there are a lot of dynamics operating. Don't exactly want to be accepted. What you have to do is do the right thing.

Q: In what way do you think the influx of more cadets might reshape the Police Department in future years?

A: Well, I think it will raise the educational standard and raise the quality of people coming into the Department. I'd like to see the Cadet Corps greatly expanded. Right now, with funding probably not likely, but I think it could have a significant impact on policing in the city, depending on the number of people we are able to hire into the program.

Q: Do you think in future years it might grow?

A: Well, there is some encouraging talk in that regard in Washington. You know, money, not only \$50,000 or \$100,000 for cops, we are talking about a grant for the Cadet Corps as well. So we are going to get a piece of that.

Q: What will you miss most about the New York City Police

Department?

A: Well, that's always a standard answer. The people. I guess that is true with me. People that are here are great people. I'll miss the excitement of it, and I'll miss the challenge, but there are new challenges, I hope.

Q: What exactly is the course you will be teaching?

A: I think at this juncture, since most people have registered already for this semester, that I won't be in a course that'll be available in a sense that I can sign up for Kelly's course on criminology. So for the first semester year, I will be basically a guest lecturer if you will, coming in, talking about various aspects of government.

Q: But in future semesters, you will be teaching a special course?

A: Yes, and that has to be worked out with the faculty, because it has to fit in with what they are teaching. The Wagner School is a graduate school that gives a Masters in Public Administration similar to the course that I took at Harvard.

Stick with the Cadet Corps. It's a great program and a great career. It has been for me, and not only policing is good, but you could do a lot of things. You can further your education, and again I'm not advocating this, but after 20 years, I mean how many retire as young people and run and start another career if you so choose? It's been very good to me, and I think the Cadet Corps is a great entry vehicle bringing in a higher quality of people into the Department. We need the best possible people to police New York City. Thanks for coming.

Fraternal Society Matters

On October 29, 1993, the Society of Cadets and Alumni held its first official meeting in the auditorium of the Police Academy. During this meeting, many important issues were discussed. The adoption of the proposed Constitution for the Society was a major topic of the evening. In addition, there was the election of the Charter Executive Board. Other issues such as dues and the formation of various committees were also discussed. On November 9, 1993, the Society became incorporated, and with this incorporation comes many new and exciting events for the organization. At the present, the Society has been recognized by the Police Commissioner as an official organization in the Department.

As with the formation of any new organization, it takes time to fully function as a cohesive unit. Nonetheless, the Society of Cadets and Alumni is now in the process of preparing many upcoming events. One of these events is a formal dinner dance, which is scheduled for Saturday, February 11, 1994 at LaBelle Vita Catering Hall in Queens. The dance will be from 8:00 p.m. to 1:00 a.m.. There will be an open bar and a buffet. There will be a live D.J. for dancing, topped off with coffee and cake at the end of the evening. It promises to be a very enjoyable event.

We will try to keep everyone informed of upcoming events and the progress of the Society of Cadets and Alumni in future issues. However, if there are any questions or suggestions for the Society and any of its events, please direct them to Cadet Anson Kau, Secretary, at the new official Society mailing address: P.O. BOX 290714, BROOKLYN, N.Y. 11229

ATTENTION

All Graduating Cadets

All Cadets who recently graduated and are awaiting appointment to the next Police Academy class must have a valid New York State driver's license. Also, Cadets who are not yet U.S. citizens are reminded that they must do everything within their power to achieve their citizenship as soon as possible. If you have not started the application process, do so today. All Cadets who wish to be promoted are reminded that they must notify both Sergeant Gregory Williams of the Cadet Corps and Detective John Sanchez of the Applicant Processing Division well in advance of their promotion date.

Notice to All Former Cadets

The Education Tracking Unit needs official school transcripts to credit you with your degree for promotional purposes. It is strongly recommended that you call the unit to verify that your credits have been recorded or have your transcript forwarded.

MAIL ALL OFFICIAL TRANSCRIPTS TO:

**NEW YORK CITY POLICE ACADEMY
235 EAST 20TH STREET
NEW YORK, N.Y. 10003**

**ATTENTION: EDUCATION TRACKING UNIT
ROOM 641**

(212) 477-9742

(212) 477-7126

**New York City Police Cadet Corps
235 East 20th Street, Room 740
New York, N.Y. 10211-0490**

ADDENDUM NUMBER 9

Police Cadet Corps Staff

POLICE CADET CORPS

<u>RANK</u>	<u>NAME</u>	<u>ASSIGNMENT</u>
CAPTAIN	DANIEL J. OATES	COMMANDING OFFICER
LIEUTENANT	GILBERTO GOMILA	EXECUTIVE OFFICER
LIEUTENANT	JOHN CLARKE	TRAINING COORDINATOR
SERGEANT	ATILLA AYAN	FIELD SUPERVISOR
SERGEANT	NANCY BARRY	FIELD SUPERVISOR
SERGEANT	KEVIN DONAHUE	INTEGRITY CONTROL OFFICER/FIELD SUPERVISOR
SERGEANT	MCDONALD-JORDAN	FIELD SUPERVISOR
SERGEANT	GREGORY WILLIAMS	FIELD SUPERVISOR
DETECTIVE	CARL PARKER III	ASSISTANT TRAINING COORDINATOR
PRINCIPAL	JEANNE AMARAL	OFFICER MANAGER
PRINCIPAL	EILEEN BRADY	C.U.N.Y. COORDINATOR
POL.ADM.AIDE	BRENDA BOONE	TIME RECORDS
POL.ADM.AIDE	DENNICE BROADNAX	APPLICANT PROCESSING/C.U.N.Y.
POL.ADM.AIDE	MIRIAM MADERA	COMMUNICATIONS
POL.ADM.AIDE	MICHELE MCDONALD	RECEPTION/GENERAL CLERICAL
POL.ADM.AIDE	VACANCY	GENERAL CLERICAL

9 UNIFORM MEMBERS OF THE SERVICE

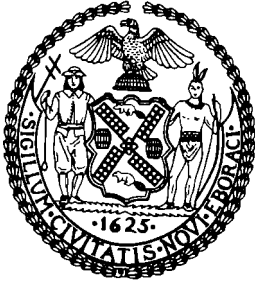
6 CIVILIAN MEMBERS OF THE SERVICE

1 CIVILIAN VACANCY - POLICE ADMINISTRATIVE AIDE

16 TOTAL

ADDENDUM NUMBER 10

**Police Cadet Corps
Recruitment Letter and Brochure**



THE POLICE COMMISSIONER
CITY OF NEW YORK

Dear Student:

By now you've probably started thinking about your future career choices. If so, ask yourself if you've ever wondered what it would be like to be a Police Officer. If you have, here's your chance to explore a career in police work while still completing your college education.

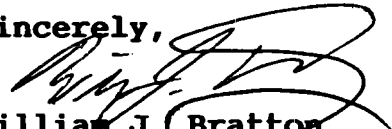
If you are a college student with between 45 and 80 credits by June and a resident of New York City, you may be eligible for the Police Cadet Corps. Those who are selected for this innovative apprenticeship program will earn over \$19,000 by graduation, including a \$4,000 loan (that may not have to be paid back).

Starting this summer, you'll have a full-time summer job, and during the school year, a flexible part-time job (up to 60 hours a month at \$8.67 an hour) with a work schedule that accommodates your academic schedule. You will be working side by side with Police Officers in your neighborhood, using your imagination, initiative and intelligence. You will be helping to solve community problems while gaining valuable leadership experience.

Upon completion of the program, you will have the option of entering the New York City Police Department as a Police Officer earning a top salary of \$44,751 a year with 27 vacation days (after 5 years) and a benefits package that most jobs would find impossible to match. The New York City Police Department offers a challenging and rewarding career in law enforcement, and our goal in reaching out to you is to identify college-educated men and women who can lead us into the 21st Century.

We are recruiting now for a June class. If you would like more information, please call (212) 693-CADT or mail the postage-free card attached to the enclosed brochure. If you know anyone else who might be interested, please encourage them to apply as well.

Sincerely,


William J. Bratton
POLICE COMMISSIONER



**POLICE
DEPARTMENT**

**TEST DRIVE A
POLICE LEADERSHIP
CAREER WHILE YOU'RE
STILL IN COLLEGE**

IS A POLICE CAREER FOR YOU?

The Cadet Corps is a unique opportunity to experience the rewards of a police career, and to test your ability and commitment to improve the quality of life for the people of New York City.

For those who choose to go on and become New York City Police Officers, some of the benefits include:

- Top Salary \$44,751
- 27 Vacation Days After 5 Years
- Free Medical and Dental
- Excellent Promotional Opportunities
- Advanced Educational Opportunities
- Camaraderie
- And above all, a very special sense of accomplishment.

Is a police leadership career worth a test drive? Ask any Cadet!

For further information about the NYPD Cadet Corps, just fill-in and mail the attached card.

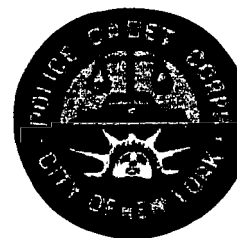
Or, call either:

(212) 693-CADT

OR

(212) 477-9218

NYPD IS AN EQUAL OPPORTUNITY EMPLOYER



BUSINESS REPLY MAIL

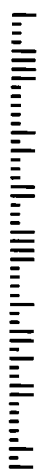
FIRST CLASS MAIL PERMIT NO. 7167 New York, N.Y.

POSTAGE WILL BE PAID BY ADDRESSEE

NEW YORK CITY POLICE CADET CORPS
235 East 20th Street, Room 740
New York, N.Y. 10211-0490



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



THE NYPD CADET CORPS GIVES COMMUNITY-MINDED COLLEGE STUDENTS A HEAD START TOWARDS AN EXECUTIVE POLICE CAREER.

Created as a training ground for the "Police Executives of the 21st Century", the Cadet Corps program provides qualified college men and women with a chance to experience the challenges and personal rewards of a leadership career in the NYPD. The Cadet Corps represents a major initiative designed to ensure that future police leaders are both better educated and more representative of the racial and ethnic diversity of the City.

As a college and Cadet Corps graduate, you will have a competitive edge for all the promotional, career and educational opportunities offered by the NYPD. These include automatic educational qualification for all promotion exams through Captain, and the opportunity to compete for a full range of available scholarships toward Master's, Ph.D. and Law Degrees.

Working full-time in the summer and a flexible, part-time schedule during the school year, you will be assigned to a neighborhood precinct during your junior and senior years of college. You will work with some of the best police officers in the Department solving community problems, teaching crime prevention strategies, assisting senior citizens, and organizing youth related activities.

Cadets tell us that they have learned to step up and take charge in critical situations, that they've developed self-discipline and a level of self-esteem that makes them really feel good about themselves, and that they've experienced more about life than their friends ever will. This hands-on experience in community policing and problem solving, together with our leadership training will prepare you for the executive management role that awaits you.



CADETS EARN OVER \$19,000 TOWARDS COLLEGE EXPENSES.

This two-year Cadet Corps apprenticeship offers you significant financial benefits. It provides over \$19,000 in total compensation for full-time summer and part-time school year employment. This includes a \$4,000 student loan that will be considered "paid-in-full" after 2 years of service as a Police Officer.

QUALIFICATIONS

To qualify for the NYPD Cadet Corps YOU MUST:

- Be enrolled in an accredited four-year college, as a full-time matriculated student, within N.Y.C., Nassau or Westchester counties.
- Expect to have between 45 & 80 credits towards your Bachelors Degree by the end of the spring semester.
- Be a resident of N.Y.C. at the time of appointment.
- Be a U.S. Citizen or a Permanent Resident who will become a citizen within the next two years.
- Not have reached your 33rd birthday by June 15th, excluding prior U.S. Military service time.

**INCOMPLETE APPLICATIONS
WILL NOT BE PROCESSED
— PRINT CLEARLY —**

Social Security # _____

College _____

Last Name _____

First Name _____

Address _____

Apt # _____ City _____

State _____ Zip _____

Telephone # (____) _____

Date of Birth _____
Month Day Year

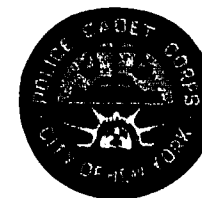
Total college credits, applicable to your degree, which you expect to have by the end of the spring semester _____

Sex (optional) ☐ Male ☐ Female

Ethnicity (optional) ☐ White ☐ Black

☐ Hispanic ☐ Oriental ☐ Other

Citizenship ☐ U.S. ☐ Permanent Resident



NYPD is an
Equal Opportunity
Employer

(Do NOT write below this line)

Qualified by _____ Entered by _____

Yes _____ No _____ If No _____



U.S. Department of Justice

Office of Policy Development

Office of Public Liaison and Intergovernmental Affairs

Washington, D.C. 20530

TO: Office of Cabinet Affairs
FROM: Bert Brandenburg
DATE: February 18, 1994
RE: The Department of Justice's Efforts in New York

The Attorney General

The Attorney General has traveled to New York 10 times since taking office, often to highlight New York state and local initiatives.

- She traveled to Albany last year to be the plenary speaker for the Governor's own Law Enforcement Forum.
- This month, she visited boot camp aftercare facilities in Brooklyn highlight New York's progress in this area and in support of the crime bill. Last September, she visited Buffalo to highlight community policing with the local police and the U.S. Attorneys (she also visited Childrens Hospital there to promote the health care package). During an August trip to Rochester, she spoke to the National Organization for Victim Assistance, met with federal, municipal and law enforcement leaders, and walked with a police/citizens group through a neighborhood.
- She has also traveled to New York City for an Upper East Side town meeting with Rep. Carolyn Maloney, a National Victims Center Candlelight Vigil, an American Judicature Society Dinner, an ABA Presidential Showcase, an ABA Criminal Justice Section Luncheon, to accept an award from the ABA Commission on Women in the Profession, to speak at a *Ladies Home Journal* luncheon, and to attend a Childrens Defense Fund/*Vogue* luncheon.
- She is currently planning to travel to Fordham University in May for a graduation speech, to Lake George in June for a 2nd Circuit Judicial Conference, and to Ithaca in October for a Cornell Trustees Council Conference.

Funding

Total: The Department of Justice spent more than \$650 million in 1992 for all of its activities relating to New York, including U.S. Attorneys, FBI offices, etc. Projected expenditures are \$765 million in 1993 and \$700 million in 1994. *Note: The FY95 budget, which triples federal aid to states and localities, could also increase spending on New York in 1995 and beyond.*

Community Policing Grants: Five New York jurisdictions have received awards during the first two rounds, the fourth highest total among all states. The Buffalo police (\$2 million/27 officers), the Greene County Sheriff (\$125,000/2 officers) and the Schenectady police (\$975,000/13 officers) all received first-round awards; the police in Albany (\$1 million/14 officers) and Medina (\$150,000/2 officers) were chosen in the second round. *Note: 125 other New York jurisdictions have applied for grants, and all will be considered during the third round of selections.*

Weed and Seed Grants: Weed and Seed funding applications are now going out to 50 cities, including Brooklyn, Buffalo, and Mt. Haven (in the south Bronx). Ten grants of up to \$750,000 will be awarded in mid-April. *Note: Syracuse has expressed interest in Weed and Seed funding, but has not completed the necessary pre-application designation process.*

Other Grants: New York will receive \$22.5 million in Bureau of Justice Assistance (BJA) formula grants during FY94. *Note: This is a 16% decrease from the FY93 figure of \$26.79 million, but the total appropriation from Congress for BJA grants dropped even more -- a full 18% -- during the same period (from \$423 million in FY93 to \$358 million in FY94).* Though most of the money is focused on drug control, other grants help pay for programs to address maternal and child care in prison, criminal records improvements, family violence, violence in schools, women on parole and juvenile justice.

Law Enforcement

U.S. Attorneys Offices: In addition to handling their normal case load, the four U.S. Attorneys offices in New York have initiated and led several special projects. These include coordinating and developing a "youth court" system for juvenile offenders in two counties, providing leadership for an award-winning substance abuse prevention center, helping to lead a anti-terrorism task force, and coordinating a fugitive task force.

Crown Heights: On January 25, the Attorney General agreed to take over the investigation into the killing of Yankel Rosenbaum. As part of the investigation, the Department will follow all present and future leads and take sworn testimony from all relevant witnesses. This information will be presented to a federal grand jury to determine whether the evidence supports an indictment. Following the announcement, Governor Cuomo sent a fax to the

Attorney General thanking her for becoming involved and offering his support.

Note: At a contentious Upper East Side town meeting February 14, the Attorney General was accused of "dragging her feet" on Crown Heights. The next day, after meeting with Rosenbaum's brother Norman, District Attorney Charles Hynes announced that he would bring state charges if the Attorney General wouldn't prosecute the case.

Immigration Policy

Costs: Gov. Cuomo is one of seven governors who is currently pressing the Administration to help defray the costs of absorbing illegal immigration, and is contemplating a lawsuit to seek federal compensation. The Administration has agreed to form a bipartisan working group to push for federal legislation to relieve states hit hard by the soaring costs of illegal immigration. The Administration's new immigration policy will benefit New York by keeping undocumented aliens from taking jobs and preventing the release of deportable immigrants from prisons before their status is determined.

Criminal Aliens: Gov. Cuomo has also written to the Department regarding the high costs of incarcerating undocumented alien felons. The new immigration initiative will spend \$55 million to deport up to 20,000 additional criminal aliens each year in five states, including New York.

We have also been working to answer questions from the Governors' office regarding the new INS asylum policy.

NEW YORK CITY POLICE DEPARTMENT VEHICLE STORAGE NEEDS

BACKGROUND

Each year the New York City Police Department purchases approximately 1500 new police vehicles of various types (cars, vans, scooters, etc.). These are primarily lifecycle vehicles which replace vehicles that have been relinquished due to mileage, wear and tear, etc.

The two sites in NYC which have been used to provide storage of these vehicles are no longer available due to commercial development. The proper storage and "prepping" (decals, etc.) of vehicles has a direct impact on the efficiency and effectiveness of field operations.

It is not only costly, but extremely difficult to find a centralized storage site needed for this operation. Multiple sites would be even more costly and inefficient.

STATEMENT OF NEED

IDEAL: An indoor facility capable of storing approximately 800 vehicles (200,000 square feet), with an adjoining work area of 20,000 sq. ft. for prepping.

ACCEPTABLE: Outdoor storage for as many vehicles as possible (preferably several hundred at minimum) at 250 square feet per vehicle.

Point of contact: Mr. William Flynn
Executive Director, Support Services Bureau
NYC Police Department
1 Police Plaza, Rm. 1201
New York, NY 10038
(212) 374-3870
Fax: 374-2000

EFFORTS TO UTILIZE FLOYD BENNET FIELD FOR VEHICLE STORAGE

Several NYC Police Department units are based at Floyd Bennet Field - Aviation Unit, Driver Training Unit, and components of the Emergency Services Unit. During 1991-92 efforts were made to use part of this vast facility for vehicle storage. NYPD Assistant Commissioner Paul Brown initiated this effort through the office of United States Senator Daniel Patrick Moynihan.

Floyd Bennet Field comes under the U.S. Department of Interior, National Park Service. Senator Moynihan's office set up meetings between executives of the NYPD and the National Park Service, Gateway National Recreation Area. Mr. Kevin Buckley, General Superintendent of Gateway was the principal federal representative.

During these discussions the NYPD was informed that not only was Floyd Bennet Field unavailable for further use, but all police units would be required to vacate the facility. It was indicated that plans were imminent for the National Park Service to commence development of a Science/Learning Center at this site with \$200 million in private funding.

Subsequently, the NYPD was notified by the U.S. Department of Interior that this development was not going to take place and that police units could remain at this site.