



Police Commissioner's Office

William J. Bratton
Police Commissioner



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Date: 5/6/94 Time Sent: 5pm
To: Jose Corda
Office: _____
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Number of Pages including cover sheet: 12

From: Joan Brady
Office: _____
PCM: _____

Special Instructions/Notes: I'm going to be in DC this weekend. (my
brother just had a baby (... actually my sister-in-law) so, please ma-
il if you have any questions. 1-800-913-1710.

Are you coming on Monday? Let me know if you are.

-Joan-

Thank You



NEW YORK CITY POLICE DEPARTMENT
WILLIAM J. BRATTON, POLICE COMMISSIONER

FYI

March 8, 1994

Vol. 2 No. 4

"Getting the Guns Off the Streets of New York"

The New Gun Strategy

On Monday, March 7, Mayor Giuliani and I announced the first of a number of major police strategies to reduce crime, disorder and the fear of crime in New York City. The strategy is called "Getting the Guns Off the Streets of New York," and is aimed at fighting the crime, death and destruction associated with illegal firearms. In the coming weeks, similar strategies will be put in place in the areas of school safety and youth violence, narcotics, quality-of-life violations, domestic violence, and auto-related crimes.

Taken together, these police strategies must work in concert to reduce violent crime, disorder, and fear in New York. This is part of Mayor Giuliani's larger commitment to make the city an economically vibrant center where people of all races, creeds, and ethnic origins feel free to raise and educate their children and to live in an atmosphere of civility.

Staggering Statistics

Illegal guns - particularly handguns - are an unrelenting and growing plague in New York. In briefings for commanding officers, Chief Timoney and I stressed the importance of attacking the gun problem. My message to everyone in the Police Department is: Get in the game. We're in this to win. We have to begin to knock down some of the staggering

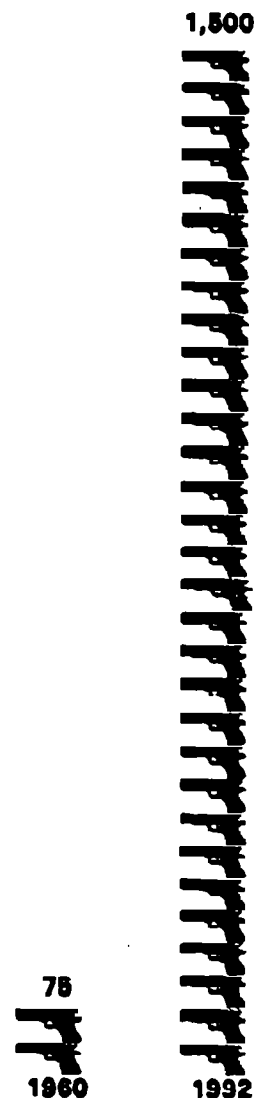
statistics associated with gun violence. In 1960, there were 73 homicides committed in the city with handguns, representing a quarter of the total number of murders for the year. In 1992, there were 1,500 homicides (a 1,900% increase in number) committed with handguns, representing three quarters of the total number of murders (a 200% increase in proportion). In 1960, handgun possession and use by young people was virtually unknown. Today, it is pervasive.

With 90% of the illegal guns in New York flowing into the city from other states, this is clearly a problem that transcends any one city's boundaries. Federal legislation and federal enforcement action are imperative. The Mayor's proposal for a national uniform licensing system for firearms, similar to that required by each state for those wishing to have a driver's license, is but one example.

More Arrests, Convictions & Jail Time

There must be far greater certainty among all citizens that illegal activity will lead to apprehension and jail. For success to be achieved in reaching this goal, it is necessary that arrests, convictions, and jail time for perpetrators increase. It is also necessary that the entire criminal justice system work together diligently to achieve this.

Homicides By Handguns 1960 vs. 1992



PRIDE, COMMITMENT, RESPECT

Between 1983 and 1993, the number of 911 calls about shots fired outside nearly quadrupled. While 1,341 people died in 1992 from gunshots, almost 4,000 more people were wounded. During the last fiscal year, patients treated for gunshot wounds cost city hospitals nearly \$12 million. And this dollar figure does not begin to capture the grief, worry, and expense suffered by the individuals who were shot and their families.

Handguns are streaming into New York from outside the state's borders. Over 90% of firearms seized in New York City were originally purchased in other states. Estimates of the number of handguns in circulation on the streets of New York vary widely, from 1-2 million. No one knows the exact number. But we do know one thing: Whatever we have been doing to reduce violent, especially handgun-related, crime has not been working.

Investigators, Patrol, Training

From now on, it will be the policy of the New York Police Department to refocus and expand investigative resources to: identify and pursue all accomplices involved in the commission of violent crimes; identify and pursue gun traffickers inside and outside New York whenever an illegal gun is used in this city; to utilize detectives in the precincts to strengthen every gun arrest made by uniformed and plainclothes police officers; and to assign case responsibility at the precinct level to encourage results-oriented police and investigative work. We will refocus patrol resources, expand the Street Crime Unit of the Patrol Services Bureau to attack specific high gun-violence areas. We will revise and expand training to teach detectives case development of gun investigations, apprehension of illegal firearms traffickers, confidential-informant registration, and search war-

rants; and to teach police officers to better recognize the signs of weapons possession and to make better cases against individuals they arrest.

Detective Squads & RIPs

Responsibility for systematically identifying, pursuing, and capturing accomplices involved in firearms-related crimes and the sellers of weapons used in those crimes will now be assigned to the units of the Detective Bureau located at the precinct level. These units will include the Robbery Identification Program (RIP) Units in the 39 precincts where they are located and the Precinct Detective Units where RIP units do not now exist.

In all cases of arrests involving firearms, these units will interview suspects to augment the case against them, to identify any accomplices, to identify the seller of the weapon, to match the modus operandi of the crime against outstanding cases and re-interview complainants from those cases, and to involve prosecutors in determining disposition of these cases. The investigative steps performed by these units will be as follows:

1. Interview the suspect(s) to obtain a statement (written if possible) concerning the possession of the weapon and identification of accomplices in all arrests involving firearms.
2. Debrief all defendants to obtain the identity of gun traffickers.
3. Develop information to identify modus operandi, patterns, and leads on outstanding complaints.
4. Conduct line-ups when possible.
5. Prepare information for search warrant applications and develop plans for warrant execution.
6. Cultivate and register confidential informants.
7. Aggressively pursue the apprehension of all accomplices.

8. Organized Crime Control and other investigative units will enhance their own firearms arrests and will follow the steps outlined above.

Joint Firearms Task Force

NYPD and ATF personnel committed to the Joint Firearms Task Force will be increased. Additionally, the FBI will assign two agents to the Task Force. NYPD detectives and ATF agents will target illegal gun traffickers locally and pursue accomplices who supply 90% of illegal guns from six states. Detectives will be deputized as U.S. Marshals so that, along with their ATF colleagues, they will be able to use federal gun statutes, wiretap provisions, and grand juries, as well as travel out of state with full police powers, to pursue gunrunners along the pipelines from key supplier states.

Warrant Division

The Warrant Division, with its 137 investigators, 41 supervisors, commanding officer, and 57 civilians, is transferred from the Office of the Deputy Commissioner, Legal Matters, to the Detective Bureau. The Detective Bureau will prioritize the outstanding warrants for firearms-related crimes, coordinate this activity with RIP and precinct detective units, and execute these warrants expeditiously.

Street Crime Unit

The 86 police officers and 12 supervisors of the Street Crime Unit will be increased by 25% and deployed in a concentrated approach in one high-crime area at a time, on a 7-day, 24-hour a day basis, to determine to what extent they can increase firearms-related arrests, reduce violent crime in those communities, and address crime displacement into neighboring areas. Precinct resources will then be used to maintain areas taken by the Street Crime Unit.

Training

Revised training will move forward on three fronts:

1. RIP unit detectives will receive a five-day course which will focus on robbery investigations, case development of gun investigations, and apprehension of illegal firearms traffickers. These detectives will be trained to be more thorough when preparing the pertinent warrant information on the On Line Booking Sheet. They also will be instructed in interviewing an interrogation techniques for debriefing prisoners held in gun-related cases. This training will be completed by July 15, 1994.

2. Precinct Detective Units will receive precinct-based training on case development of gun investigations, apprehension of illegal firearms traffickers, registration of confidential informants, and search warrants. This training will be completed by July 15, 1994.

3. Uniformed and plainclothes members of the Patrol Services Bureau will receive precinct-based training on the "Anatomy of a Gun Arrest," from the initial street encounter to courtroom testimony. This will enable police officers to find concealed weapons more effectively, safely effect arrests, and help obtain higher rates of conviction by making better presentations to prosecutors, grand juries, and judges. This training will be completed by July 15, 1994.

New Technology & Support

We are working to obtain technologically advanced equipment to match guns used in more than one outstanding crime, and to trace guns to illegal sellers throughout the country. We are also looking to the public to identify and help locate all those who possess, use, or sell illegal firearms in their neighborhoods, and to the Housing and Transit Police, to pursue a parallel gun strategy.

If approved by the New York State Legislature, the Governor's Budget provides approximately \$600,000 to purchase for the New York Police Department its first computerized system for comparing spent bullets and discharged shells. "Bullet Proof" is a computerized imaging analysis system used for examining and comparing spent bullets recovered from victims and crime scenes. "Drug Fire" is a computer which photographs, through a comparison microscope, the breech face and firing pin impressions of discharged shells.

The Federal Bureau of Alcohol, Tobacco and Firearms (ATF) is providing \$20,000 to install a computerized connection to the new ATF tracing center under construction in Martinsburg, Virginia. This information will be used by the NYPD and the ATF in pursuing gun trafficking investigations. Procurement and installation of this system is targeted for completion by April 1994.

Foremost on my agenda as Police Commissioner is the safety of police officers. Last year, 165 members of the service were involved in 85 gunfights. One member of the service, Police Officer Lopez, was killed on March 10, 1993. Sixteen others were shot and wounded the same year. By getting guns off the streets of New York, we want to save police officers' lives and spare them injury.

The NYPD will begin automation of all firearm ownership and license records in March 1994 and complete data entry one year later. Individuals in possession of suspected unlicensed firearms or of weapons suspected of being carried in violation of the Department's regulations will be checked against this database.

The Crime Stoppers program funded by the New York City Police Foundation is offering rewards up to \$1,000 for information leading to the arrest of anyone illegally possessing a firearm. Cases not resulting in immediate arrest will be referred to the RIP units and precinct detective squads for follow-up. The Crime Stoppers hotline, (212) 577-TIPS, will be publicized for those who have information about individuals with illegal guns.

WNBC-TV has promised to produce all 30-second spots for airing on their station and all others in the New York market. Negotiations are currently under way with all commercial stations to secure high-visibility slots for broadcasting these spots.

In addition, precinct commanders will work with local community groups to gain information about individuals who possess what may be illegal handguns in their neighborhoods. Gun-exchange programs, in which people who turn in firearms to the police receive a cash or other kind of reward, will continue to be encouraged. Private donors for rewards of this kind are being sought.

Operation Orders with details for the implementation of the new gun strategy will be circulating shortly.

We've opened a multi-front war on guns, with the NYPD in the vanguard. It won't be easy, but if we all commit ourselves to winning, we will.



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NEW YORK CITY POLICE DEPARTMENT
WILLIAM J. BRATTON, POLICE COMMISSIONER

FYI

April 8, 1994

Vol. 2 No. 6

Back to Back Plans of Attack for Youth Violence, Drugs

New Strategies Unveiled

On Wednesday, April 6, Mayor Giuliani and I made public new police strategies to curb youth violence and curtail illegal narcotics. Despite a welcome downturn in reported crimes, we know that significantly reducing violent crime and fear remains a formidable mission. My new executive leadership has taken great care to develop dynamic policies to get all of you actively involved in turning the tide against the city's foremost crime and disorder problems. The newest strategies were designed to work hand in glove with the new gun policy implemented last month.

We started with guns because guns cause three quarters of our homicides, turn young people into criminals, and threaten YOUR safety. Strategy No. 2, "Curbing Youth Violence In the Schools and On the Streets," focuses on preventing children from becoming victims of crime while apprehending and tracking juvenile felons as early as possible in their criminal careers. Strategy No. 3, "Driving Drug Dealers Out of New York," is, quite simply, a policy of **NO TOLERANCE** for drug distributors, buyers and users in all categories and at all times.

On April 18th, these strategies go into effect. So I wanted to devote this issue of FYI to explain how they will work and what I am asking of you.

Young Victims, Young Victimizors

Mayor Giuliani has made it clear that all available resources must be concentrated to reduce violence in

and around schools until all New York City children feel free to learn and enjoy childhood in safety. Clearly, this is not the way it is now. Between 1970 and 1986, youth violence was a slowly growing problem. During the last eight years, it has exploded.

Between 1986 and 1993, loaded-gun cases in Family Court, where defendants are 15 or younger, shot up 600 percent. Today, the 15 to 19 age group accounts for 29 percent of all gun-related arrests.

You live these statistics every day on the streets. A few days ago, a 12-year-old taking a short cut to school in Brooklyn was shot in the chest. His assailants, aged 14 and 15, face charges of attempted murder. This has got to stop.

Safer Schools, Truancy

We will attack this problem on many fronts. First, we will make schools the focal point of our efforts. During the next few weeks, precinct commanders will work with school principals to develop security plans for every public school in the city. We will also create Safe Corridors to protect school children from attacks or intimidation on their way to and from school. Borough Truancy Teams, acting on information supplied by precincts, will aggressively seek out truants, take them back to school and notify their parents. These seven teams, each headed by a sergeant, will be staffed by approx-

imately 50 specially trained Task Force officers. Beat officers as well will be encouraged to pick up truants and enter school buildings regularly, getting to know the principals, teachers and School Safety Officers.

Detectives, Youth Officers

Investigative personnel will pursue all accomplices for violent crimes committed by everyone, no matter what their age. The R.I.P.s and precinct detective squads will not clear wolf-pack robberies with just one arrest. And we will work harder to trace criminals selling guns to minors. Additionally, we will try to involve parents and guardians in the supervision of children who are going in the wrong direction. And we will try harder to help children at risk - kids who are being abused or who live in difficult home environments. To that end, we are tripling (from 1 to 3) the number of youth officers in every precinct. They will work closely with Anti-Crime and detective squads, helping track delinquents and juvenile offenders, as well as contacting parents about Youth Referrals and Juvenile Reports.

SPECDA, Database

The Department's 75 SPECDA officers are being transferred to the Patrol Services Bureau, so they can coordinate their anti-drug, anti-gun efforts in the schools with youth officers and other precinct personnel. Meanwhile, the Youth Services Division in the office of the Deputy Commissioner, Community Affairs, will be computerizing Youth Referrals and Juvenile Reports. So, in the

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future, when you arrest a young person, you'll have a much better idea of who you're dealing with. To help support these efforts, you will be receiving video training on juvenile arrest procedures and various aspects of today's youth culture.

Education, Prevention

One more thing before I move on to the drug strategy. The truancy initiative has captured widespread media coverage - some positive and some focused on the ACLU's charge that it is a "cover for a law enforcement agenda" aimed at harassing minority students. This is baloney and I said as much the day we announced the plan. The truth is police officers in this city have been picking up truants for decades. Chief of Department John F. Timoney designed the new program based on a successful model run by Sgt. Helen Rossi in Manhattan South. Her unit has picked up 4,000 to 5,000 students a year for more than ten years and received a total of THREE complaints.

Chief Timoney stressed that we are doing this to keep kids safe in school and encourage them to get an education - the same sentiment ably expressed by police officers in the field as they picked up truants with reporters in tow.

Learning From the Past

Our new narcotics strategy builds on past successes while trying to avoid the pitfalls of previous enforcement efforts. In 1984, Operation Pressure Point showed that concentrated enforcement and prosecution could rid large sections of neighborhoods of heroin traffic. In 1988, TNT showed intensive buy and buy operations could severely disrupt crack cocaine dealing, at least for a while. In 1990, Operation Take Back proved a massive uniformed presence could significantly curtail robberies in a defined geographical area. We've sifted through these initiatives to glean what worked and learn from mistakes of the past.

TNTs Get SNAGged

First, TNTs will become Strategic Narcotics and Gun teams, working all hours, 7 days a week, going after both drugs and guns by conducting aggressive buy-and-bust operations in targeted areas. Their mission is to knock out dealing locations, both inside and on the street. Target areas are up to patrol borough and precinct commanders.

In his briefing to precinct commanders, Chief of Patrol Louis R. Anemone, stressed that they will have the lead in deciding how the full array of NYPD resources will be deployed. Once an area is cleaned up, patrol commanders will make sure it stays that way by using sufficient uniformed officers and enlisting the help of citizens who live and work there.

Get in the Game

Second, we will make it the business of ALL personnel, including uniformed police officers to act on all instances of drug buying and selling they witness. SNEU officers will be permitted to work in plain clothes to make observations. Complaints about drug dealing in public areas of buildings will no longer be referred to OCCB. Sector ears or beat officers will handle those calls.

This is a sharp reversal of policies that evolved to prevent corruption. Let's be clear on this. This department has ZERO tolerance for corrupt officers and we will continue to do all we can to hunt them down and put them in jail. But I WILL NOT paralyze the entire department out of fear that a few unprincipled police officers will dishonor themselves by taking drug money - currency soaked in the blood of their brother and sister officers.

Civil Enforcement

We are also expanding civil enforcement efforts to close locations in the target areas where criminal activity is taking place, to confiscate cars used to transport drugs, to seize contraband from smoke shops and pad-

lock them, as well as start forfeiture actions against landlords who let their buildings become havens for drug dealers. A dozen new attorneys have been hired to move these closure and confiscation actions forward.

Warrants, Stronger Cases

Moreover, the Transit and Housing police, the Department of Probation, and Division of Parole will execute outstanding warrants in the targeted areas. Finally, we will make it the business of Narcotics detective units to strengthen cases against all felony drug offenders and attempt to link them with outstanding violent crimes.

R-E-S-P-E-C-T

In coming weeks, additional crime strategies will follow - on domestic violence, auto-related crimes and quality of life violations. These strategies will prompt you to interact more with citizens. In some cases, you will be seeking information; at other times, you will be asserting your enforcement powers. In both cases, it is essential that you treat citizens with respect. Even in instances when you are required to use force.

The goals we have set for these strategies on guns, drugs and youth violence are of such paramount importance that I have instructed top commanders to keep them in mind as they evaluate the job performance of captains and above.

We are putting a lot on our plates, investing considerable effort to make sure you are prepared and have state of the art technology to assist you. The mayor has given us his full support and is confident we can succeed. With these coordinated plans of action, and the dedication and talent of the men and women of the best police department in the world, it's a sure bet that we will.



PRIDE, COMMITMENT, RESPECT



NEW YORK CITY POLICE DEPARTMENT
WILLIAM J. BRATTON, POLICE COMMISSIONER

FYI

April 15, 1984

Vol. 2 No. 7

A Matter of Honor: Fighting Corruption

Tarnished Shields

On Friday, April 15, 9 police officers, assigned to the 30th Precinct, were arrested, seven on charges that include taking cash bribes to protect drug dealers and selling drugs seized in the course of their official duties and one for robbery. The arrests were the result of a joint investigation by numerous agencies, including the Manhattan District Attorney's Office, the United States Attorney, Mollen Commission investigators and our own Internal Affairs Bureau.

Criminal complaints accused the officers of receiving cash payments from neighborhood narcotics dealers since at least 1990 to protect them from arrest. The officers are also accused of stealing money and drugs from individuals and apartments in the 30th Precinct. In one incident, an officer allegedly shot and seriously wounded an individual in an effort to obtain drugs.

Three 30th Precinct officers surrendered and pled guilty earlier in the week to various state and federal charges stemming from the same probe.

Corruption Hurts

First Deputy Commissioner David W. Scott, Chief of Department John F. Timoney, Chief of Patrol Louis Anemone and the new 30 Precinct Commander, Captain Thomas Swency and I turned out the day tour at the 30 Precinct after the arrests were made. I wanted to share our roll call message with all of you.

Whenever a member of this department is accused of corruption, tens and thousands of honest, hardworking men and women who wear the uniform are hurt and angry. You are hurt because you have dedicated your lives to upholding the law, not breaking it. You are angry because you know that some members of the public will paint with a broad brush and assume ALL police officers are somehow less worthy of respect. This impacts on each of you and on your families, friends and neighbors.

Facing Reality

I am taking the opportunity to address this issue head on because criminals who masquerade as police officers do not deserve the privilege of working alongside you. And I'll tell you the same thing I've been telling civic and business groups: We have to be realistic. There will always be a few officers who cannot be trusted. That means that we can never let our guard down. Every honest member of this Department who has pride in the shield which he/she wears must be committed to a zero tolerance of corruption.

Past and Present

Historians and those who have monitored corruption in the NYPD often observe that this department weathers scandals roughly every 20 years. The scope of wrongdoing has decreased significantly -- a fact duly noted by members of the Mollen Commission. Twenty-five years ago,

traditional corruption occurred mainly as graft was thought as systematic and department-wide -- in the form of bribes and shakedowns. Today, traditional corruption has evolved into the horror stories we hear today: pockets of rogue cops, few in number, who rob, deal drugs and zealously administer beatings to intimidate their victims.

Serious Questions

This new breed of corrupt or brutal cop presents us with serious questions, questions that we will be grappling with for some time to come. How did our systems of supervision and monitoring break down so badly? Why didn't more fellow officers and the Department's hierarchy see what was going on, and if they did see, why didn't they report it? We have gained valuable insights into that last question as a result of officer focus groups that we have been conducting. You have told us, in no uncertain terms, why many officers are reluctant to turn in other colleagues.

Distrust, Fear

The reasons that corruption and related brutality exist include: a historic distrust of Internal Affairs; an apprehension on the part of officers that they will be ostracized as "rats"; not wishing to judge fellow officers because they understand that mistakes can happen and think that they do not have all the facts. There is also fear -- fear that when they call a 10-13, nobody will come. And there

PRIDE, COMMITMENT, RESPECT

is apathy -- apathy that says I am only responsible for my own actions and not those of others.

No Excuses

As a cop, I can appreciate and acknowledge these emotions and fears. But as your Police Commissioner, I must tell you that there are no excuses for tolerating criminals or brutality within our Department. During the last several months, I have shown you that I trust you to be the finest, most effective police officers ever sworn to protect and serve. And I can trust you for good reason. Temptations certainly have not decreased. As you read this, our Property Clerk Division is responsible for more than \$32 million in cash, jewelry worth millions and narcotics worth an estimated \$200 million on the street; all of it recovered and recorded by you as you've gone about the business of police work -- making arrests, safeguarding DOA property -- doing your job the right way.

Honesty is Our Policy

Corrupt cops command headlines and rightfully so. But scrupulously honest ones -- those who see a bribe simply as the opportunity to lock up individuals stupid enough to mistake a good cop for a thief -- deserve more public recognition. Sometimes they even get it. Police officers from the 7th Precinct were applauded during the Mayor's inauguration for making six bribery arrests in separate incidents over a three week period. In January, two 34th Precinct officers -- offered \$200,000 they spotted in a trunk during a car stop -- made the newspapers displaying fistfuls of cash they were unsuccessfully offered to look the other way.

In 1993, police officers charged 307 individuals with bribery, turning down a total of \$408,410. This year would-be bribers seem to have upped the ante to no avail. In January and February alone, we've made 63 bribery cellars involving a total of \$160,424.

Matter of Trust

The Mayor and I have shown you, by word and deed, that we want there to be no senseless limitations on your enforcement authority. But now I ask that you step forward and use that enforcement authority to help rid our ranks of corruption and brutality. That you do more than merely avoid officers who have crossed the line.

The Mayor and I have repeatedly exhibited our trust in you -- to give you the benefit of the doubt when the facts in the situation don't provide a clear-cut resolution. Our anti-crime strategies that encourage you to be cops, to enforce the law -- to go in harm's way and not walk on by and not look the other way -- are all supported by the faith and trust that we have in you.

Even as I have been addressing the corruption problems in this department, I refuse to allow the actions of a few dozen to keep the other 31,000 officers from living up to their true potential as the greatest cops in the greatest department in this country.

Still the Finest

Reading about corrupt or brutal cops, watching them marched in cuffs to Central Booking is a sad, unfortunate reality we must endure. Remember, the disgrace of corrupt cops is THEIR disgrace, not yours. Their dishonoring of the shield that you most proudly wear must prompt all of us to strengthen our commitment to rid ourselves of this cancer and maintain our rightful reputation as New York's Finest. But we need to do it together. The Mayor and I need your pride, your commitment and your devotion to your oath of office to uphold the Constitution -- at all times. I don't think you will let us down.



PRIDE, COMMITMENT, RESPECT



NEW YORK CITY POLICE DEPARTMENT

WILLIAM J. BRATTON, POLICE COMMISSIONER

FYI

April 25, 1994

Vol. 2 No. 8

For The Record

I am determined to set the public record straight on two hot media topics: the scope of police corruption probes already in progress and the bogus issue of "washup" time. News reports of ongoing investigations at 10 precincts have been circulating for nearly two years now, taking on a life of their own. The 30th Precinct was correctly identified as one trouble spot and in recent weeks media coverage of the arrests of 14 police officers assigned there has repeatedly alluded to the other probes.

This has created a public sense of anticipation that a similarly large number of corrupt cops in other precincts face arrest in coming months. We have made no secret of the fact that, unfortunately, there will be more police officers arrested in the near future. However, there is nothing in the hopper that approaches the magnitude of the 30th Precinct. And that's exactly what I told the New York Press Club at its last meeting. We're doing whatever we can to strengthen our corruption-fighting mechanisms and enlist the help of the overwhelming number of officers whose integrity is beyond reproach. While we need to deal with corruption issues, we cannot lose sight of our goals: Fighting crime, fear and disorder.

No Soap, Training

I'm also waging verbal warfare against an outspoken fiscal watchdog group that has targeted "washup" time as though you were being

paid to do nothing more than lather up sink side for 20 minutes at the end of each tour. We know that in reality this time is used for roll call, training, turning in paperwork and exchanging radios. Those who don't know, however, have urged the administration to push for shorter tours and convert the time to an additional ten appearances per officer each year.

Tours were extended to eight hours and 35 minutes as a result of the 1978 contract. This DID reduce the number of appearances but NOT the number of hours (2,088) you are required to work in the course of a year. Shorter tours would only mean less time on patrol because we still need to hold roll calls and provide for training. (In fact, we're already committed to expanded training as part of our new strategies to get guns off the street, curb youth violence and drive out drug dealers.) The bottom line is that so-called "wash-up" time is a misnomer and I've been saying as much, time and again, in public forums.




9 MM Update:
(As of 4/18/94)

1,373	uniformed members completed the 3 day transition course qualifying with 9mms
2,500	new P.A. graduates are already carrying 9 MMs as their service weapon




Certified Chevrons

On April 14th, the city Department of Personnel established a certified sergeants' list of 3,007 names. We expect to promote 60 police officers to sergeants on April 29th, and anticipate promoting an additional 75 in both May and June. We've already promoted 225 sergeants provisionally. The Department's Personnel Bureau has fielded numerous inquiries from police officers wanting to know why their list number was so low or why, anticipating a better score, they did not make the list. The scoring technique used by the city Department of Personnel causes a low score on any one part of the examination to significantly affect the overall score.

Detectives, Civilians

In addition to sergeants, we plan to promote approximately 35 police officers to the rank of detective on April 29th, along with more than 50 civilians in various job titles. Moreover, we are promoting a civilian to fill a new position, Director of Occupational Safety and Health. Her responsibilities will include investigating the health or safety-related concerns of any uniformed or civilian members.

PRIDE, COMMITMENT, RESPECT

Pride Postscripts: Excerpts from the PC's mail

"UNITED TO GIVE THE BEST"

I wanted to take the time to let you know how grateful I am to the Department for the treatment rendered to all in attendance of the funerals of Fire Fighters James Young and Christopher Siedenbarg. It was a difficult time for the city but your Department rose above and provided the ways and means for the members of my Department to attend both services. In every fire house and on everyone's lips were the praises of what the police went through for us. I have the opportunity to go into many precincts in this city to do police reports for arson and to process arson arrests. I know first hand how the members of your Department go out of their way to help those in need. As a former police officer and a son of a line of duty fireman I have a special pride for the men and women of these great Departments I serve. It is with my sincere hope that the media who coined the phrase "Battle of the Badges" take notice that when push comes to shove we are united to give the best we can to the people who live and work in this great city.

John T. O'Brien, Sr.
Fire Marshal, F.D.N.Y.

(Fire Commissioner Howard Safir and Battalion Chief Joseph Garber wrote letters expressing similar sentiments)

PROFESSIONAL SERVICE IS "THE NORM"

Our community experienced a total blackout. In response to a telephone call to 911, Duty Captain James Molloy, of the 102nd Precinct; Captain Thomas Martin of the Emergency Service, units from the 100th Precinct, Patrol Borough of Queens Task Force, and Emergency Service Units, were on the property promptly and provided professional assistance... This type of service considered to be an exception, has proven to be the response we consider "the norm" regarding the police service we have experienced.

Walter Cook
Chairman, Breezy Point Cooperative, Inc.
Queens

"A MAN OF PRIDE"

I must bring to your attention the splendid work performed by Police Officer Kurt Jaklitsch of the 77th Precinct.

This community, which at one time was a disgrace to humankind, began to be cleaned up by Police Officer Shamik Walton. Officer Jaklitsch carried on his duties beyond. He got help for the area from Green Thumb to

keep out the car thieves. He also fought hard and is still fighting to keep out the robbers from the area around the Interfaith Hospital who prey on the hospital staff. With the help of others he is working on keeping the corner on Franklin Avenues and Park Place gang free.

I must inform you that I look up to this officer because he is a man of pride in my eyes and many others.

Scott Bruce
Brooklyn

WE DELIVER

During the February 11, 1994 snow storm, officers at the 104th Precinct helped us deliver meals on wheels to homebound elderly in the blizzard. By delivering meals to homebound seniors during the storm, we guaranteed that our most vulnerable population had hot, nutritious food for the weekend... Not only were the officers willing to help in this vital community service project, but they did it enthusiastically.

We would especially like to thank those who worked directly on the project - Capt. Walter McKnight, PO Erin Leahy-Tomburro, PO Kevin Weber and PO Robert Pachtel.

Pamela L. Fisher,
Director, Ridgewood Bushwick Senior Citizens
Council, Inc.
Queens

NORTHERN HOSPITALITY

On February 8, 1994, a fraudulent purchase order using New York University letterhead was placed, and \$1500.00 worth of computer hardware and software was shipped overnight delivery. I discovered I had been swindled. UPS told me the chances of getting help in New York were minimal and I should forget it ever happened. I could not give up without a fight, so I called the New York Police Department and was referred to the 47th Precinct.

My initial contact was with PAA Linda Hodge who took the time to explain the system, and placed me in the capable hands of Detective Redmond Burke.

I was born and lived my entire life in the South. I have been to New York City and was absolutely sure that I would never be given the time of day by NYPD. I was 100% wrong. The efficiency and level of courtesy that was extended to me is something I will remember for my entire life.

Lisa Blevins
President, Scholastic Systems
Bronx

PRIDE, COMMITMENT, RESPECT



NEW YORK CITY POLICE DEPARTMENT
WILLIAM J. BRATTON, POLICE COMMISSIONER

FYI

April 27, 1994

Vol. 2 No. 9

"Breaking the Cycle of Domestic Violence"

Strategy Number 4

On Tuesday, April 26th, Mayor Giuliani and I strengthened the city's commitment to help thousands of crime victims - most of them women and children - leading desperate lives, fearful of violence and abuse at the hands of current or former members of their own households. "Breaking the Cycle of Domestic Violence," is the fourth of our new police strategies. We've already hit the ground running with new plans of attack for taking illegal guns out of circulation, curbing youth violence and shutting down illegal narcotics operations at all levels. Now, we've taken a hard look at procedures governing our response to domestic violence. Our new plan of action calls for members of this department - police officers, investigators and civilians - to take a more proactive role in preventing crimes of domestic violence. We will also increase our effectiveness by keeping better track of repeat calls involving members of the same household and creating a database of all Orders of Protection.

Too High a Toll

Historically, police officers often viewed domestic abuse as a private matter better left for those directly involved to work out behind closed doors. Fortunately, those days are long gone. Today we know domestic violence is a serious crime - a crime

which feeds upon itself, breeding repeat offenses and other crimes including rape, murder and child abuse. Study after study has shown the consequences of domestic violence to be as dire as they are far reaching, especially for children. Many adult batterers say domestic violence is a way of life they learned in childhood. This is too high a toll in human suffering. You, the men and women of the New York City Police Department, must remain committed to addressing EVERY instance of domestic violence, whether there is reason to believe a criminal act has occurred or a potential victim is in imminent danger.

1993 Domestic Violence Statistics

178,000 Radio Runs of Domestic Disputes
51,555 Complaints for Family Offenses
12,738 Arrests for Family Offenses

Must-Arrest Policy

The gravity of domestic violence is reflected in current department policy which, since 1979, has mandated arrests in certain cases. The Patrol Guide requires uniformed officers to investigate ALL reports of ANY offense committed between present or former members of the same family/household, including same sex partners. An arrest must be made when officers determine there is probable cause that a felony was committed, an Order of Protection was violated, a misdemeanor was committed and the victim wants an arrest or a violation has occurred in the officer's presence and the victim wants an arrest.

However, current methods of keeping statistics make it difficult to determine how well this policy is followed. For example, the department's tracking system uses 61s and on-line booking sheets, counting only the top charge. Therefore, violations of Orders of Protection and other arrests related to domestic incidents may be underreported. Nevertheless, judging by statistics we do have for 1993, it appears the must-arrest policies described in the Patrol Guide are not being followed in more than a few cases. That is cause for concern. Our new strategy tightens our tracking system and addresses other systemic shortcomings on several fronts.

PRIDE, COMMITMENT, RESPECT

The Right Track

First, police officers and station house clerks will prepare Domestic Incident Reports for ALL incidents involving members of the same family/household - even if a call is deemed unfounded or is not at first characterized as a domestic dispute. Victims will be issued a receipt to provide documentation of police response in court.

Police Officers, Detectives

One police officer from each precinct's community patrol unit will be designated as the Domestic Violence Prevention Officer. Likewise one detective from each precinct squad will be assigned as Domestic Violence Investigator. Duties of the prevention officers include maintaining a Domestic Incident Database and encouraging prosecution by helping complainants to obtain Orders of Protection and/or counseling. They will work closely with the investigators, who will, in turn, coordinate with other squad detectives to track down and arrest individuals wanted in open cases of domestic violence.

Technology

Domestic disputes are fraught with danger for responding officers, often asked to intervene in highly emotional situations with few available details. It could be a loud family squabble or a deadly assault. You don't know which until you walk through that door. We will establish a city-wide Domestic Incident Report Database. Once Enhanced 911 is in place, radio dispatchers will be able to give officers in the field more and better information when you need it most.

We are also seeking a computer link with Criminal and Family Courts to give precincts access to Orders of Protection. It sometimes takes seven to ten days for courts to deliver Orders of Protection to our Identification Section. In some cases, temporary orders have expired upon receipt.

Expanded Training

We will revise and expand training on domestic violence for uniformed officers, as well as civilians. Moreover, the Department's Domestic Violence Procedures, PG 110-38, will be revised to eliminate ambiguous language and clarify definitions. You will have clear cut instructions of what's expected of you when you handle domestic violence situations.

Partnership

As with many other complex social problems, the police cannot stem the tide of domestic violence alone. Prosecutors, judges, legislators, social service agencies and the general public must all be mobilized. With their assistance, WE CAN and WE WILL help victims of domestic violence to bring their abusers to justice and break free of the fear crippling their lives.



PRIDE, COMMITMENT, RESPECT

Jose

Boston Police

Office of the Commissioner
154 Berkeley Street
Boston, Massachusetts 02116

October 12, 1993

Bruce Reed
Deputy Assistant to the President
for Domestic Policy
The White House
Executive Office of the President
Washington, D.C. 20500

Dear Mr. Reed:

Thank you for taking the time to meet with me, District Attorney Ralph Martin and Joan Brody last week over lunch at the White House Mess. I found our discussion on current and upcoming federal criminal justice initiatives informative and exciting. I never realized how many new and progressive federal projects are underway.

I arrived back in Boston with new ideas and insights for my plan to obtain additional Justice Department discretionary and National Service funding. We plan to submit a more structured or formal proposal related to our desire for federal support of our comprehensive community government approach, or what the Justice Department seems to be calling the Showcase City Initiative. Whatever the final terminology, my staff and I would welcome the opportunity to work with you and your staff to ensure our approach is replicable and will prove useful to other cities across the nation.

In the meantime, I hope that you and Jose Cerda will find time in your busy schedule to visit Boston. Just let me know your travel plans and I will arrange a Department tour and ride-along. As we discussed, I want to show you firsthand why Boston provides an exemplary site to test cutting-edge police programming. I even told Jose that we would gladly take you up on your offer to send him for a visit on December 25th!

Thank you again for your assistance and support. Please do not hesitate to call me if I can ever be of assistance. I look forward to future meetings.

Sincerely,


William J. Bratton
Police Commissioner

FAX COVER SHEET



Office of the Police Commissioner
Boston Police Department
154 Berkeley Street
Boston, Massachusetts 02116
Telephone: (617)343-4500
Fax: (617)343-5003

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Testimony of
William J. Bratton
Boston Police Commissioner

On H.R. 3131
The Violent Crime Control and Law Enforcement Act of 1993

Submitted to the
U.S. House Committee on the Judiciary
Subcommittee on Crime and Criminal Justice

Washington, D.C.
October 21, 1993

Boston Police Department / Office of the Police Commissioner
154 Berkeley Street / Boston, MA 02116 / TEL: 617-343-4500 / FAX: 617-343-5003

Commissioner Bratton

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TITLE I WILL GIVE NEW TOOLS TO POLICE DEPARTMENTS, WITHIN THE PHILOSOPHY AND STRATEGY OF COMMUNITY POLICING. WE NEED THE HELP AND WE NEED IT TODAY, AND THE "WE" I REFER TO IS NOT JUST THE POLICE. WE ARE THE GROWING NETWORK OF COMMUNITY RESIDENTS AND OTHER SERVICE PROVIDERS WHO ARE BUILDING PARTNERSHIPS TO REDUCE CRIME, VICTIMIZATION AND FEAR.

IN BOSTON, WE HAVE COME TOGETHER TO DEFEAT GANGS, GUNS, DRUGS, YOUTH VIOLENCE, AND THE FEAR THEY GENERATE, THROUGH A COORDINATED AND COMPREHENSIVE PHILOSOPHY PREDICATED ON *PARTNERSHIP, PROBLEM-SOLVING AND PREVENTION*. WE HAVE TARGETED FEAR, BECAUSE FEAR KILLS COMMUNITIES JUST AS SURELY AS VIOLENCE KILLS PEOPLE. FEAR FIRST DRIVES PEOPLE BACK INTO THEIR HOMES, BUT ULTIMATELY DRIVES THEM OUT OF THEIR NEIGHBORHOODS. PROPERTY VALUES PLUMMET AND DETERIORATION SPIRALS DOWNWARD.

FEAR IS THE ABSENCE OF HOPE. THE JOB OF POLICE MANAGERS AND ALL LEADERS IN PUBLIC LIFE IS TO PLANT AND NURTURE HOPE, THROUGH CONCRETE ACTION, IN PARTNERSHIP WITH ONE ANOTHER AND WITH COMMUNITY RESIDENTS.

AS ONE EXAMINES THE LIST OF GOALS IN TITLE I, ONE FINDS THAT IT READS LIKE A LIST OF THE ELEMENTS OF OUR STRATEGY IN BOSTON. WE ARE SEEKING TO REBUILD THE STRENGTH OF OUR CORPS OF SWORN OFFICERS TO DO JUST WHAT THE LANGUAGE OF THE BILL ADVOCATES:

TO EXPAND AND IMPROVE COOPERATIVE EFFORTS BETWEEN LAW ENFORCEMENT AGENCIES AND MEMBERS OF THE COMMUNITY TO

Commissioner Bratton

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CHAIRMAN SHUMER, AND MEMBERS OF THE SUBCOMMITTEE, I
THANK YOU, ON BEHALF OF THE ENTIRE BOSTON POLICE DEPARTMENT,
FOR THE PRIVILEGE OF ADDRESSING THE MATTER YOU ARE
CONSIDERING TODAY. THE 1993 CRIME BILL IS A MATTER OF
TREMENDOUS IMPORTANCE, AND GREAT POTENTIAL IMPACT, FOR
POLICE OFFICERS AND CITIZENS, IN CITIES LARGE AND SMALL, ACROSS
THE UNITED STATES.

IN AUGUST, I WAS FORTUNATE ENOUGH TO BE INVITED WITH
CONGRESSMAN BROOKS AND OTHER MEMBERS OF THE CONGRESS, TO
THE WHITE HOUSE CEREMONY AT WHICH PRESIDENT CLINTON
INTRODUCED THE OUTLINES OF THIS BILL. AT THAT TIME I ASKED THE
MEMBERS OF THE CONGRESS TO "GET THIS BILL DONE," AND I PLEDGED
ALL OF MY SUPPORT FOR THAT EFFORT. I APPEAR HERE TODAY TO
HELP FULFILL THAT PLEDGE. LET'S CONTINUE TO WORK TOGETHER TO
REALLY GET IT DONE.

POLICE EXECUTIVES ACROSS THE COUNTRY ARE EAGER TO WORK
WITH YOU. I BELIEVE THAT THE PROPOSALS IN THIS BILL WOULD BEGIN
TO CREATE A FIRM FOUNDATION FOR THE EFFORTS TO RECLAIM CRIME-
IMPACTED NEIGHBORHOODS IN EVERY CITY.

TITLE I, THE PROVISION OF THE BILL THAT ESTABLISHES
SIGNIFICANT NEW GRANT FUNDING FOR COMMUNITY POLICING, IS THE
MOST ATTRACTIVE SECTION OF THIS BILL, FROM THE PERSPECTIVE OF
PREVENTING FEAR AND VIOLENCE IN A MAJOR CITY.

Commissioner Bratton

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***ADDRESS CRIME AND DISORDER PROBLEMS AND OTHERWISE TO
ENHANCE PUBLIC SAFETY.***

WE NEED THE \$3.4 BILLION IN NEW MONEY TO HIRE POLICE OFFICERS TO CARRY OUT PROBLEM-SOLVING POLICING. WE HAVE LOST OVER 180 OFFICERS TO ATTRITION IN THE PAST FEW YEARS. THIS MONTH, DUE TO A GROWING DEFICIT IN OVERTIME ACCOUNTS, WE WERE FORCED TO TAKE OUR 105 BEAT OFFICERS OUT OF THEIR BEATS IN ORDER TO STAFF RAPID RESPONSE UNITS. AT A TIME WHEN WE ARE WORKING ESPECIALLY HARD TO ENHANCE A RELATIONSHIP OF MUTUAL TRUST WITH THE PEOPLE OF THE NEIGHBORHOODS, THIS IS A TERRIBLE BLOW.

WE FIND THIS INCREDIBLY FRUSTRATING, BECAUSE WE ARE READY AND EAGER TO GO. WE HAVE ADOPTED PROBLEM-SOLVING AS THE CENTRAL TECHNIQUE OF OUR NEW STRATEGY OF NEIGHBORHOOD POLICING, OUR LOCALIZED VERSION OF COMMUNITY POLICING. PARTNERSHIP, PROBLEM-SOLVING, AND PREVENTION ARE THE OPERATING PRINCIPLES OF OUR PHILOSOPHY AND STRATEGY. WE SEEK TO WORK IN A HOLISTIC WAY WITH EVERY ELEMENT IN THE COMMUNITY, TO REDUCE CRIME AND VICTIMIZATION, RESTORE PUBLIC ORDER, AND ELIMINATE FEAR. WE INTEND TO WIN. OUR NEW MISSION STATEMENT, ADOPTED IN AUGUST OF THIS YEAR, SOUNDS VERY MUCH LIKE THE GOALS STATEMENT OF TITLE I. THE MISSION STATEMENT DECLARES:

***GUIDED BY OUR PRIDE AND COMMITMENT AND WORKING IN
PARTNERSHIP WITH THE PEOPLE WE SERVE, WE WILL SYSTEMATICALLY
IDENTIFY AND WORK TOWARD THE SOLUTION OF EVERY PROBLEM***

Commissioner Bratton

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THAT IS CONTRIBUTING TO CRIME AND DISORDER UNTIL WE HAVE SECURED EVERY HOUSE, STREET, AND NEIGHBORHOOD FROM CRIME AND FEAR AND PREVENTED BOTH FROM ARISING AGAIN.

WE WILL WIN BECAUSE WE MUST WIN. BUT WE WILL NOT DO IT ALONE. WE NEED PARTNERS AND WE NEED RESOURCES.

PROBLEM-SOLVING TAKES TIME AND A COMMITTED WORKFORCE. IN ORDER TO MAKE THE TRANSITION AND FULLY IMPLEMENT NEIGHBORHOOD POLICING IN BOSTON, WE NEED TO BUILD OUR DEPARTMENT'S SWORN STRENGTH FROM THE CURRENT 1,899 TO APPROXIMATELY 2,300. WE WILL PUT THEM TO WORK AS YOUTH OFFICERS, ON PROBLEM-SOLVING BEATS, AS ELDERLY SERVICE OFFICERS AND IN VARIETY OF NEW DEPLOYMENTS WITHIN THE STRATEGY OF NEIGHBORHOOD POLICING.

THE COMMUNITY POLICING GRANT OBVIOUSLY WOULD NOT ENABLE US TO COVER THE ENTIRE STAFFING SHORTAGE, BUT IT WOULD BE A BIG ASSIST.

I WOULD ALSO ARGUE STRENUOUSLY FOR AN INTERIM PROGRAM THAT OFFERS OVERTIME MONEY TO CITIES, TO MAKE UP FOR SHORTAGES. THE \$3.4 BILLION GRANTS PROGRAM WILL BE PHASED-IN. THE INTERIM OVERTIME APPROACH WOULD HELP AS A KIND OF BRIDGE INVESTMENT, TO MAINTAIN THE MOMENTUM TOWARD PROBLEM-SOLVING POLICING.

THE CORROSIVE FEAR I DESCRIBED ABOVE IS GENERATED IN LARGE PART, BUT NOT EXCLUSIVELY, BY APPALLING INCREASES IN THE NATURE AND NUMBER OF VIOLENT INCIDENTS. IN 1992 IN THIS COUNTRY, ONE VIOLENT CRIME WAS COMMITTED EVERY 22 SECONDS.

*Commissioner Bratton***6**

WHILE OVERALL SERIOUS CRIME WAS DOWN NEARLY THREE PERCENT NATIONWIDE, IN 1992 AS COMPARED WITH 1991, VIOLENT CRIME WAS UP, OVER ONE PERCENT.

AND THOSE WERE ONLY THE INCIDENTS WE KNOW ABOUT, THAT WERE REPORTED TO THE POLICE. THE 1991 VICTIMIZATION SURVEY BY THE BUREAU OF JUSTICE STATISTICS INDICATED THAT FEWER THAN 2 IN EVERY 5 (38 PERCENT) OF ALL VICTIMIZATIONS ARE REPORTED TO THE POLICE IN THIS COUNTRY. A SOMEWHAT LESSER PROPORTION OF VIOLENT CRIMES WAS REPORTED. THE SURVEY FOUND THAT ONLY 35 PERCENT OF VIOLENT CRIME VICTIMS REPORTED THEIR VICTIMIZATIONS TO THE POLICE.

THE SITUATION IN BOSTON MIRRORED THE NATIONAL PICTURE. IN 1992, WE SAW A 20-YEAR LOW IN THE OVERALL NUMBER OF PART ONE CRIMES. THIS WAS GOOD NEWS TO A CERTAIN EXTENT, OF COURSE. WE WERE ESPECIALLY GLAD TO SEE ROBBERY, A STRANGER CRIME THAT IS A BELLWETHER OF GENERAL STREET SAFETY, DOWN 24 PERCENT IN 1992 AS COMPARED WITH THE 20-YEAR AVERAGE.

IN THE KEY CATEGORY OF AGGRAVATED ASSAULT, HOWEVER, WE SAW THE OPPOSITE TREND. THE 6,297 AGGRAVATED ASSAULTS REPORTED IN BOSTON IN 1992 WAS UP 26 PERCENT FROM THE 20-YEAR AVERAGE OF 4,633. THE 1992 TOTAL WAS 65 PERCENT GREATER THAN THE 1973 TOTAL OF 2,190.

WE ARE ESPECIALLY CONCERNED ABOUT THE RADICAL SHIFT THAT HAS OCCURRED OVER THE PAST FIVE TO TEN YEARS IN THE DEMOGRAPHICS OF VIOLENT CRIME. THE INCREASINGLY YOUTHFUL AGES OF BOTH VICTIMS AND OFFENDERS HAS BEEN DOCUMENTED

Commissioner Bratton

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NATIONALLY BY THE NATIONAL CRIME ANALYSIS PROGRAM AT NORTHEASTERN UNIVERSITY. THEY FOUND THAT WE ARE IN THE MIDST OF A TREND IN THIS COUNTRY IN WHICH THE PEOPLE DOING THE KILLING AND THE PEOPLE DOING THE DYING ARE INCREASINGLY YOUNGER. FURTHER, HOWEVER, THEY ARE CONCERNED ABOUT HOW THIS TREND WILL EXPAND AS THESE TEENAGERS COME TO MAKE UP A GREATER PROPORTION OF THE COUNTRY'S POPULATION IN THE COMING FEW YEARS.

WE HAVE EXPERIENCED THE TREND IN BOSTON. THROUGH MID-SEPTEMBER OF THIS YEAR, WE SAW 15 YOUNGSTERS AGED 17 AND UNDER BECOME THE VICTIMS OF HOMICIDE. THAT WAS 21 PERCENT OF OUR HOMICIDE VICTIMS FOR THAT TIME PERIOD.

OVERALL, HOMICIDE IN BOSTON IS UP A FULL 52 PERCENT IN 1993 AS COMPARED WITH 1992, FROM 46 TO 70 THROUGH MID-SEPTEMBER.

FOR THE FIRST QUARTER OF 1993, NEARLY ONE IN EVERY FOUR PERSONS (187 OF 765) ARRESTED FOR AGGRAVATED ASSAULT IN BOSTON WAS UNDER THE AGE OF 17

CLEARLY, THESE NUMBER ARGUE FOR TWO CONCLUSIONS THAT ARE BASIC TO THE CRIME BILL:

ONE, AS POLICE DEPARTMENTS, AND, *MORE IMPORTANTLY, AS COMMUNITIES*, WE NEED A NEW WAY OF DOING BUSINESS.

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TWO, WE NEED MORE RESOURCES, INVESTED IN THE FRONT END OF THE SYSTEM, TO PROPERLY CARRY OUT THE NEW MISSION.

IN A FEBRUARY, 1993 REPORT, THE *AMERICAN BAR ASSOCIATION* FOUND THAT BETWEEN 1986 AND 1991, NATIONAL EXPENDITURES ON POLICING INCREASED AT ONLY HALF THE RATE OF CORRECTIONS EXPENDITURES. DURING THIS PERIOD, THE STUDY CONCLUDED, EXPENDITURES ON POLICE

***CONSTITUTE(D) A DECREASING PROPORTION OF CRIMINAL JUSTICE EXPENDITURES.* (ABA emphasis)**

AS THE FRIGHTENING INCREASE IN VIOLENCE DEMANDED NEW APPROACHES IN POLICING, NATIONAL INVESTMENTS IN POLICING -- IN FRONT-END, PROBLEM-SOLVING STRATEGIES -- DECLINED. THIS IS THE ESSENTIALLY TOPSY-TURVY SET OF PRIORITIES THAT THE GOVERNMENT HAS OPERATED UNDER IN THE RECENT PAST, AND THAT THE CRIME BILL MUST ADDRESS.

WITH THESE FACTS AS THE BOOKENDS FOR MY ARGUMENT, I RE-EMPHASIZE THE IMPORTANCE OF RESOURCES INVESTED IN THE FRONT-END, FOR PROBLEM-SOLVING AND PREVENTION.

INVESTMENTS IN THE FRONT-END ARE ALSO THE MAIN CONCERN OF MY COLLEAGUES IN THE POLICING FIELD. IN ADDITION TO SERVING AS COMMISSIONER OF THE BOSTON POLICE DEPARTMENT, I ALSO SERVE AS PRESIDENT OF THE *POLICE EXECUTIVE RESEARCH FORUM*. AS THEY HAVE FOR 16 YEARS, MY COLLEAGUES IN *PERF* ARE EAGER TO WORK

Commissioner Bratton

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WITH THE CONGRESS TO OFFER PROGRESSIVE LEADERSHIP FOR POLICING IN AMERICA. EVERY MEMBER OF PERF DOES NOT BACK EVERY PROVISION OF THIS BILL. BUT THE BILL WILL GET US TURNED IN THE RIGHT DIRECTION, NOT ONLY IN THE AREA OF HIRING MORE OFFICERS BUT IN PROVIDING OTHER IMPORTANT TOOLS AS WELL.

ANOTHER MAJOR TOOL PRESENTED BY H.R. 3131 IS THE BRADY BILL. WE HAVE TO SLOW DOWN THE CIRCULATION OF DEADLY HANDGUNS IN THE STREETS OF AMERICA, AND THE BRADY BILL IS A COMMON SENSE, UNIVERSALLY DO-ABLE WAY OF KEEPING HANDGUNS OUT OF THE HANDS OF THE CRIMINALLY DANGEROUS.

ACCORDING TO A 1993 DEPARTMENT OF JUSTICE SURVEY OF STATE PRISON INMATES, *27 PERCENT OF THESE CONVICTS SAID THEY BOUGHT THEIR HANDGUNS AT RETAIL STORES.* AND ANOTHER 28 PERCENT ADMITTED TO BUYING THEM ILLEGALLY. AND OUR EXPERIENCE IS THAT THE ILLICIT HANDGUN MARKET IN THIS COUNTRY IS SUPPLIED FROM STATES WITH LAX HANDGUN LAWS.

THE NOTION IS FLATLY LUDICROUS THAT ANY REASONABLE POLICE EXECUTIVE WOULD NOT USE THE FIVE DAYS TO CONDUCT BACKGROUND CHECKS ON PURCHASERS. THE COUNTRY'S POLICE CHIEFS ARE BEHIND THIS BILL AND WE WILL CONDUCT THE CHECKS. BACKGROUND CHECKS ARE IN OUR BEST INTEREST AS POLICE MANAGERS -- TO PROTECT POLICE OFFICERS AND CITIZENS ALIKE.

IN CLOSING, LET ME RETURN TO THE CONNECTION AMONG GUNS, GANGS, DRUGS, AND THE FEAR THEY GENERATE.

IN 1933, AS THE GREAT DEPRESSION THREATENED THE FABRIC OF AMERICAN SOCIETY, PRESIDENT FRANKLIN DELANO ROOSEVELT SAID

Commissioner Bratton
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IN HIS FIRST INAUGURAL, SPEAKING TO THAT GREAT NATIONAL
EMERGENCY, THAT

"THE ONLY THING WE HAVE TO FEAR IS FEAR ITSELF."

TODAY WE FACE A DIFFERENT NATIONAL EMERGENCY. BUT WE
HAVE NOT JUST FEAR TO ADDRESS, BUT THE REALITY OF VIOLENCE
ITSELF. WE MUST REDUCE AND PREVENT VIOLENT CRIME AND
VICTIMIZATION IN ORDER TO REDUCE FEAR. WE MUST START WITH
CHANGING HOW WE DO OUR BUSINESS, AND WE NEED YOUR HELP, IN
GIVING US THE PROPER NUMBER OF TRAINED PROFESSIONALS TO
CARRY IT OUT.

ULTIMATELY, IF WE ARE TO BE SUCCESSFUL, AND I SUBMIT WE
MUST SUCCEED, WE SHOULD DRAW WISDOM FROM ANOTHER INSIGHT
FROM PRESIDENT ROOSEVELT. AS WORLD WAR II DREW TO ITS CLOSE
IN APRIL, 1945, MR. ROOSEVELT SAID,

***"MORE THAN AN END TO WAR, WE WANT AN END TO THE BEGINNINGS
OF ALL WARS."***

WE WANT TO DEVELOP HOLISTIC SOLUTIONS THAT DRAW IN EVERY
SEGMENT OF THE COMMUNITY, TO PREVENT VIOLENCE IN THE LONG-
TERM. BOSTON HAS THE CAPACITY TO DEVELOP A NATIONAL MODEL
FOR URBAN SUCCESS. WE HAVE A TRACK RECORD AS A CITY OF

Commissioner Bratton

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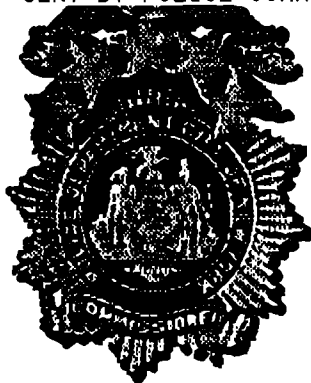
**COMING TOGETHER TO TACKLE TOUGH PROBLEMS. THE SITUATION IS
MANAGEABLE AND WINNABLE.**

**IN THAT CEREMONY IN THE ROSE GARDEN IN AUGUST, I VOWED
THAT IN BOSTON WE WILL FIGHT FOR EVERY HOUSE, FOR EVERY
STREET, FOR EVERY NEIGHBORHOOD. BUT WE NEED PEOPLE TO WAGE
THIS FIGHT.**

WE NEED TO GET THE JOB DONE NOW.

**TO THE MEMBERS OF THE CONGRESS I RESPECTFULLY SAY THAT
THE BALL IS IN YOUR COURT, AND THE AMERICAN PEOPLE EXPECT YOU
TO ACT AND TO ACT QUICKLY. PLEASE DO NOT LET THEM DOWN.**

THANK YOU.



Police Commissioner's Office

William J. Bratton
Police Commissioner



Police Department
City of New York

1 Police Plaza
New York, N.Y. 10038

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Thank You

**Budget Testimony Before the Committees on
Public Safety and Finance
of the New York City Council**

Testimony by

**William J. Bratton
Police Commissioner**

Wednesday, March 9, 1994

City Hall

Mr. Chairmen. Members of the Committee. Thank you for the opportunity to testify this morning. I know that the members of both committees have grown accustomed to hearing about the limitations imposed by any budget... About what CAN'T be done. I'm here to tell you what CAN be done. When I took the oath as Police Commissioner, I paraphrased John Paul Jones and asked the Mayor to give me a fast ship to sail in harm's way. Well, I have that ship. It's the New York City Police Department, with a crew of over 31,000 uniformed members and 7,000 civilians. That's a lot of people. And we can do a lot with them.

Here are our goals:

REDUCE CRIME: We have seen increases in youth violence, in gun-related crime, in car break-ins and auto theft. We have developed strategies to attack these and other issues head-on. Our goal is to make a measurable reduction in all of these problem areas.

REDUCE DISORDER: Aggressive panhandling; unchecked, street-level drug activity, prostitution: They all feed the perception and the reality of disorder. We want to change that by attacking the conditions that drive disorder.

REDUCE FEAR: By reducing crime, reducing disorder, and maximizing our uniformed police presence, with high police visibility, we will reduce fear and give the City back to the law-abiding public.

EQUAL TREATMENT: While we plan to be assertive in all these areas, we want all New Yorkers to know that the police will -- at all times -- treat everyone equally under the law. There is no place in the Department for police officers who fail to meet this standard.

What are the resources we will use to meet these goals? As I said, we have the numbers. People are our most important resource. But we have other resources. We are looking to technology and training to make our people more effective. And we are improving stations houses and other facilities throughout the city to accommodate the growth of the uniformed force, and to improve the delivery of police services.

Let's look at our headcount. Last week, we put twenty-two hundred new police officers into the field. They were graduated from the Police Academy last Tuesday, making room for another 2,000 recruits to start their six months of

-2-

training. Combined, they bring the uniformed strength of the New York City Police Department to 31,351 - the highest level in two decades. When you add the new hires of the Housing and Transit police, it is the highest level in history. As you can see from the chart, we have added a total of nearly 6,000 police officers (5,886 to be exact) from our base of 25,465. Thus, the Financial Plan submitted by Mayor Giuliani fulfills a process begun with "Safe Streets."

Our overall uniformed headcount - - the lower line on the next chart - - translates into an on-patrol strength, or police officers and detective specialists ONLY - of 8,050. Our enforcement strength - - the upper line - - that's uniformed police officers, PLUS sergeants, other supervisors, all detectives, and others - grows to 11,250.

We've increased the number of marked sector cars by 19 percent, and we've reduced the utilization rate for sector cars to 74 percent from 93 percent; that is, the amount of time spent by officers dispatched to assignments. Our goal for FY 1996 - - contingent on the acquisition of additional police cars - - is a 60 percent utilization rate. That means officers in sector cars will have that much more time to devote to proactive policing. Nearly everything the Police Department is doing is aimed at increasing the numbers of police officers in neighborhoods, and increasing the amount of time they will have to devote to neighborhood crime and fear reduction.

Technology is helping, in this regard. The Enhanced 911 system that is being built automatically displays the telephone number and address of incoming calls on the 911 operator's screen. The computer-aided dispatch system displays the history of incidents by location, or telephone number. And this information can be passed on to responding officers.

As you know, the Police Department would prefer to have the City Council lift the sunset provision on the Enhanced-911 telephone surcharge which is due to expire in March 1995. As it stands, we will realize these high technology improvements centrally - at our dispatching centers.

By lifting the surcharge, you would help us put these improvements, literally, into the hands of individual police officers. Lifting the sunset provision would permit the Police Department to equip department vehicles with mobile digital terminals and individual officers with cellular telephones. It would also allow us to obtain additional hand-held radios, and eliminate the wasteful, time-consuming

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process of exchanging radios at the end and beginning of tours. Most importantly, the introduction of improved telecommunications and digital terminals through the Enhanced 911 system will reduce crowded radio traffic, which poses a threat to public and police officer safety.

Collectively, these improvements would bring the Police Department into the 20th Century, before we leave it altogether. We are moving forward on other technological fronts, and using computers to improve our arrest and booking procedures, as well as control of overtime.

These include the introduction of:

AN ON-LINE COMPLAINT SYSTEM, which captures information on complaint forms, and allows for easier follow-up investigations.

LOCAL AREAS NETWORKS at each precinct and other locations.

COMPUTERIZED APPEARANCE CONTROL to automate the system of notifying police officers to appear in court or at other government agencies.

INTERNAL AFFAIRS INVESTIGATIVE SYSTEM, which automates case tracking and helps uncover patterns of corruption and other serious misconduct.

AUTOMATED WARRANT SYSTEM, which captures and stores information we need in executing warrants. It also links us to the computerized records of the state Office of Court Administration.

AUTOMATED MANAGEMENT OF PROPERTY SYSTEM (AMPS), which automates the entire system of accounting and disposition of property acquired by the New York City Police Department.

I firmly believe that the Police Department is only as good as its training. And to insure that we maintain the highest quality of training, we are taking several actions, including: The establishment of an ADVISORY BOARD of outside experts to regularly review and critique training, for recruits as well as veteran officers and supervisors. We are also going forward with the SERGEANTS' ACADEMY, to make certain that sergeants receive the dedicated training they should have before assuming the first, and most critical, supervisory function of their police careers. We also plan to increase IN-SERVICE and SPECIALIZED TRAINING, and, if possible, accelerate training for officers changing from .38 caliber revolvers to 9 millimeter pistols.

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As the Police Department grows in uniformed strength, we are moving forward with badly needed renovations to 69 of our 75 precincts. We are also creating:

- Seven new borough facilities.
- New 33rd Precinct in Washington Heights.
- New Special Operations Facility at Floyd Bennett Field.
- New Police Laboratory in Queens.
- New Applicant Processing Center at the same Queens site.
- New E-911 Answering Center in Downtown Brooklyn.

All of our resources - - be they human, technological, or physical facilities - - they are all being put into the service of attacking crime, disorder and the fear of crime.

Here we see the problems fueling crime and the fear of crime. Regardless of recent declines, the public still sees crime as the number one problem. They know that violent crime is significantly worse, up 17 percent than just a decade ago.

Over 77,000 reports of shots fired last year: 1,500 people shot and killed. Over 5,500 wounded. A quarter of all homicides are drug-related, and 75 percent of all violent offenders test positive for drugs.

Youth crime: 200 percent increase in homicides by youth compared to 1970. The list goes on, and on. Increases in domestic violence, and in fear bred by disorder.

Besides the obvious toll on the immediate victims, crime is a factor in business relocations out of the City, the flight of the middle class, the decline in tourism and real estate values, and the increase in auto insurance rates.

We are developing a number of strategies to attack these problems. They are coordinated strategies, designed to provide a seamless web of police initiatives to attack the problems of:

1. **ILLEGAL FIREARMS:** We are going after guns, and anyone who possesses them illegally. We are going after gun traffickers, and anyone who commits a crime with a gun, as well as their accomplices. We are reorganizing Department resources to do it, and we are working closely with federal authorities on this, ATF, in particular. We are looking to

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acquire new technology to assist in identifications in gun cases.

2. YOUTH/SCHOOL VIOLENCE: We want to make our children safer, and our schools and their surroundings, safer places. Going after truants is part of it. Cooperation between the Board of Education and the Police Department cooperation is another part. Creating safety zones around schools, and making the school a priority of any police officer's beat are all part of the strategy.

3. DRUG-RELATED CRIME: We want to attack the street-selling of drugs that has gone on with such impunity. We want the street dealers to know that they have a good chance of getting arrested when they sell illegal drugs. The best way to get that message out is by making more arrests. We're working with the district attorneys, probation and corrections officials and anyone else who needs to get ready for the impact of increased arrests for drug offenses.

4. QUALITY OF LIFE: We will also put forward strategies that addresses conditions that undermine the quality of life in the city.

5. AUTO-RELATED CRIMES: We will make a concerted effort to curtail the epidemic of car break-in and thefts.

6. DOMESTIC VIOLENCE: We will also be addressing more assertively the issues of domestic violence and victimization.

7. CIVIL ENFORCEMENT INITIATIVES: Supporting all of these strategies will be the increased use of civil initiatives: padlocking, building and auto seizures.. whatever it takes to clean up a crime-infested location.

8. COMMUNITY POLICING: I want to make Community Policing as effective as possible in fighting crime and reducing fear. And that means better training, and departmental reorganization to support community policing.

We don't want to give community police officers too many non-enforcement duties or expectations that get in the way of police work. Paper work is one of them. Community beats that are far too large, is another. Community police officers have been told to organize communities, but they haven't been given the training or the skills to do it. They've been told to solve problems, but they often haven't gotten the necessary support from other departmental units or city agencies to help them succeed.

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I want community policing to succeed. And it succeeds where it is properly directed, properly supervised, and properly carried out. It works where police officers work with citizens and other agencies to solve crime problems and improve conditions that cause disorder and fear. It works where beats are of a manageable size and foot-post activities are integrated with sector coverage. It works where officers have the supervision, training and interest to walk their beats assertively, handling conditions wherever they see them.

One of the first tasks for our new Chief of Patrol, Chief Louis Anemone, is to work with Borough and Precinct Commanders to make certain community policing works well. I want him to cut out the unnecessary paperwork, make sure time off and details are distributed fairly, and make certain we work as one Department regardless of assignment. We will make arrests where necessary, give out summonses where appropriate, and act against conditions of crime and fear, whatever and wherever they are.

We are implementing community policing in PARTNERSHIP with the community. We are working with the community at PROBLEM-SOLVING, to stop recurring crime and disorder problems from re-emerging. Through a combination of problem solving and high-visibility patrols, we are working at crime PREVENTION. Those are the three Ps of community policing: PARTNERSHIP, PROBLEM-SOLVING, PREVENTION.

We are using our new-found strength to attack the problems of gun proliferation, youth violence, drugs and other crime and disorder with new strategies and renewed vigor. Guns, youth violence, and drugs...Each has swept over our urban centers so completely that some people seemed to be resigned to the fact of their apparent inevitability. I do not share that view. Neither does Mayor Giuliani. Nor do the men and women of the New York City Police Department. They are neither resigned to, nor intimidated by, the crime and violence that is central to their professional lives, and all too familiar in the life of our city. They are eager to do something about it.

While the approach to each area may be distinctive, the three have a common theme: The Police Department will be assertive in enforcing the law at all levels, from the merchant who sells beer to underage truants, to the trafficker who sells guns to killers. We want to break up the street corner drug bazaars, lock up the dealers, arrest anyone and everyone with an illegal gun, and try to reduce the chaos, fear and violence that has permeated the lives of so many of our citizens.

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We are shouldering these responsibilities with a renewed sense of PRIDE, COMMITMENT, and RESPECT for the people we have all taken an oath to serve. The message of Detective Arlene Beckles to the public is the entire Police Department's message: We're Are Out There for You. We are working to reduce crime, disorder, and fear, on every block, in every neighborhood of the City...And I want to work with your Committees and the entire Council to achieve those goals. Now, I'll be happy to take any questions you may have.