

This morning, as we take stock of the NYPD, I want to tell you about what we've done in 2014 and 2015, but I really want to focus on where we're going, in 2016 and beyond.

Counting my years as a military police officer in Vietnam, I've spent 45 years associated with policing. I've been part of, or witness to, just about every twist and turn in policing philosophies and methodology: community policing; Broken Windows; CompStat; the integration of advanced technology into policing and counter-terrorist work.

What we're doing in New York today brings all of it together.

The book each of you received, The Police Commissioner's Report, has a more complete picture than I'll be able to give in the next half hour. And the picture it paints is of an agency that is changing how it does business, changing how it works for the people it serves, changing the way its officers and members think, changing the way it communicates, inside and out, and, ultimately, changing the way this profession performs its indispensable role—here in this city, and eventually, I believe, around the country and the world.

These changes surround our core issues: crime and counterterrorism, community, and the cops. When we arrived two years ago, we knew that the first—crime and counterterrorism—was being handled well. So well, in fact, that there were those who thought we couldn't improve. After all, over the past 25 years, overall crime is down 77 percent in the city. Murder is down 84 percent. We have thwarted twenty terrorist plots since 9/11, including four in the past two years.

But if crime and counterterrorism was a success story, the other two components—the community and the cops—were more complicated. Since the advent of 911 emergency systems, police agencies have faced the challenge of staying connected to communities and neighborhoods. This has been further complicated as police—particularly here in New York City—have become responsible for treating a host of society's maladies: homelessness, distressed families, truancy and troubled schools, economic adversity, mental illness.

When cops are running from call to call, when they're asked to address things that go far beyond crime prevention, they simply do not have the time to engage people in any meaningful way. For some neighborhood residents, especially in minority neighborhoods, policing seemed like something done to them rather than with them. In those places, all this enforcement without connection had established a sense of being over policed and under protected, and a worrying community dissatisfaction.

The cops were dissatisfied too, and this was a centrally important point. Most cops are problem solvers by nature. They want to fix things. But the way police patrol has been organized in the past hasn't allowed them to do it. Radio response often means moving from one little crisis to another without any opportunity to make headway against the problems a cop encounters.

But these challenges are an opportunity—an opportunity to close the gap between the cops and the community. I'm here to tell you this morning how we're going to do it.

Because it turns out that doing right by the cops, and doing right by the community—it's the same thing. And together, it's the key to preventing crime and improving counterterrorism. It's the key to making one city, safe and fair, everywhere for everyone.

The NYPD's new Neighborhood Policing Plan, now in twenty precincts across the city, is our effort to do just that.

We'll start with the community. We knew we had to reach out—to the people in the neighborhoods we serve. So we worked with new, collaborative policing programs like Project Reset to explore alternatives to the criminal justice system, with new language access plans, with newly prioritized homeless outreach units.

At the same time, we gave new energy to existing programs—including the archetype of police/community collaboration, the Police Foundation's Crime Stoppers program. In the past two years, Crime Stoppers developed crucial leads in 34 murders and more than 100 other crimes. With your support, the Foundation has been able to increase rewards and, thanks to Clyde Brownstone, purchase a new van to maximize outreach with the campaign "Your City, Your Call."

The Foundation is also integral in the development of the model precinct program. Under Deputy Commissioner Vinnie Grippo, the NYPD is cleaning up precincts that have long suffered from disrepair. In some cases, these are the first facility renovations for precincts that are decades old. The Police Foundation supplements these efforts by providing fitness equipment for gyms, furniture for lounges, and other needs that can't be covered by city funds.

The Foundation has also provided tremendous support for the Community Partners program. With nearly 800 community volunteers, the Community Partner Program is a key component in the NYPD's ongoing efforts to close the police/community divide, especially in the city's minority neighborhoods. It started as a way to introduce recent Police Academy graduates to the communities they'll police, but it has become much more.

Several of those partners are here today. I hope they'll stand and be acknowledged for being part of a new era in police/community relations.

Taking care of the cops meant making them remember why they took this thing they call "The Job." I think most cops are idealists, but some slowly get wrapped in cynicism because they see a lot of what's worst in the world. But seeing the worst doesn't breed cynicism unless there's a sense that the worst can't change.

Coming back, I took it as a mission to remind the cops—and their commanders—that THEY can make that change. To do it, however, they need to become the change themselves. This means transforming their mindset, and we do that by letting them know they're appreciated—their safety, their skills, their opportunities.

There is no higher priority for me than officer safety. Thankfully, it's always been a priority for the Police Foundation, also, going back to the 1970s when they first bought officers bullet-resistant vests. Last year, the Department undertook the replacement of nearly 22,000 bullet-resistant vests. Thanks to Mayor de Blasio's and the city council's support, the Department will also be funded to replace vests on a five-year life-cycle going forward. With the help of Vornado Realty, the Police Foundation donated \$1 million dollars to help cover the costs of the vests—specifically, to ensure that the new vests include SPEED Plates. These are ultra-thin, lightweight armor that enhance the vest's protection, and they can save lives. Thanks to you, we have them.

The vests are part of a comprehensive officer-safety plan, including new ballistic vehicle-door panels, belt-worn trauma kits with medical supplies and the training that goes with them, and new tactics designed to protect cops and citizens alike.

Safety, tools, and training are integral to building morale, but so is career satisfaction. To this end, we're instituting clear career paths and providing a computerized internal job search program. We're also introducing new ways of measuring officers' accomplishments. We've also created several new roles for officers to strive for, through new units like the Strategic Response Group and the Critical Response Command, which I'll describe shortly, and through the Neighborhood Policing plan.

Neighborhood Policing is built around the idea that America's largest city is better understood as a collection of communities and neighborhoods where most residents work and live. Neighborhood Policing connects the cops with the public in a way we haven't approached for decades. It operationalizes community policing in a way that eluded previous models and reestablishes the primacy of patrol as the backbone of preventive policing. The model puts

officers in steady geographic areas called sectors, and makes them familiar with and responsible for that sector's people, problems, and potential. It anchors these sectors with Neighborhood Coordinating Officers, or NCOs—volunteer officers, modeled on the Senior Lead Officers used by the LAPD—who take real ownership of their sectors.

Making Neighborhood Policing a reality required more cops, however. That expansion was made possible when Mayor de Blasio and the City Council authorized, for the first time in more than a decade, a true headcount expansion for the NYPD. Thirteen-hundred new officers. Combined with a civilianization program that puts clerical cops back on the street, by July of this year we'll have effectively increased our ranks by 2,000 cops.

The Neighborhood Policing Plan began in four pilot precincts and is now in twenty commands. I believe it plays a part in the fact that yesterday's Quinnipiac poll shows 70% of New York City residents approve of the way police in their community are doing their jobs. Over the next several months it will expand further. But the true transition will play out over the next several years, as the program takes root and transforms how cops think about their role. But it's already working where it's up and running.

In the 113 Precinct, which covers the area of Queens around JFK Airport, a neighborhood known as Sector David had a chronic problem: people moving into unoccupied homes and claiming to be the owners. Under the supervision of the NCO Sergeant, the NCOs for Sector David established a workgroup comprised of property owners, banks and real estate companies, and neighbors. Using information provided by the community, the NCOs investigated and made arrests — and the Queens DA assigned a Special ADA to focus on this type of crime and ensure that it was prosecuted fully. This is a huge change. In the old days, navigating the thorny issues of squatters and property rights would have had cops throwing up their hands and referring everyone to housing court. But Neighborhood Policing allows officers to problem solve.

Sergeant Widy Geritano and Police Officers Thomas Lyons and Thomas Krolick are now working with other victims. Work like theirs is the key to our continued fight against crime, and the new way we're keeping New York safe. Thank you to you and your team, Sergeant.

That fight—the fight against crime—is unending, but that should never mean that the tactics remain the same. Last year, the NYPD worked to bring down crime again—and succeeded. And make no mistake: this isn't happenstance or fortuitous coincidence. We work and wrestle with this mission every day. This chart shows something that we think is interesting: it's a chart of shootings, for the years 2003 through 2015. There's a pronounced difference between the ten-year span from 2003 to 2012 and the most recent three years — 2013, 2014, and 2015. It's a very different new average, nearly 25% lower.

We see it for murders, too. Murders increased in 2015, which occasioned predictions of doom from certain tabloids. But when we look at murder in its context, we see what we saw with shootings. A new average, down 36% from the previous ten-year average.

We're accomplishing this with greater inter-agency and community collaboration, a renewed sense that fairness and public safety have to be pursued in tandem, and with less intrusive tactics. If you take all of last year's enforcement actions—the overall number of reasonable-suspicion stops, criminal summonses like disorderly conduct and open containers of alcohol, and arrests—and compare each category to its ten-year high, there were one million fewer enforcement actions. We call it the Peace Dividend.

To make that happen while still driving down crime has meant practicing smarter policing—precision policing. I've often drawn an analogy between the enforcement of the previous decade and chemotherapy—a whole-body treatment that doesn't spare the healthy parts as it attacks the problem. What we're doing now is “targeted therapy”—the kind that focuses on the cancer and leaves everything else alone. We call it precision policing.

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

Our violence-reduction task forces are also precision policing. Working together in teams, the task force officers target violent groups and organize comprehensive investigations of their past and current crimes. But precision policing needs precision prosecutions. The new Gun Violence Suppression Division, announced by Mayor de Blasio last week, will incorporate the Violence Reduction Task Forces, a gun-trafficking unit, a gun-enhancement unit to assist local detective squads in enhancing gun arrests, and a prosecution unit to bring the strongest possible firearms cases to court.

I want to thank Richard Aborn, Liz Glazer and the Mayor's Office of Criminal Justice, Judge Jonathan Lippman, and the District Attorneys for all their work on this.

Like the fight against crime, our fight against terror has been forced to evolve. Our efforts at prevention hinge on intelligence, and one of the best sources is the Overseas Liaisons made possible by the Police Foundation. During the attacks in Paris, our detective stationed there sent back real-time intelligence to help us assess the implications for New York. We've

expanded the program with a new post in Australia, and we're seeking to assign an officer to Europol.

Combined with the collaborative reset of our relationship with our federal partners, and with our new levels of community outreach, our access to intelligence and analysis has never been greater—and that's key to preventing attacks before they happen.

But we also have to be prepared for if they do. While prevention is about intelligence, response is about training and equipment. The Emergency Services Unit has long been—and still is—our best-trained unit. When you need help, you call 9-1-1, but when cops need help, they call ESU. But the threat picture has changed and expanded radically in the past few years.

Charlie Hebdo, the October Paris attacks, and San Bernardino made it clear—as if Mumbai hadn't—that Al Qaeda's style of attack is not all we have to worry about. ISIL has altered the threat, to encompass lone wolves, small teams that are equipped and trained, as well as large-scale explosive disasters. To support and supplement ESU, we needed trained and equipped officers.

The first attempt at this was the Critical Response Vehicle program, or CRV, put into place after 9-11. It was an excellent idea that lacked the manpower to be permanent and maximize its potential. Instead, ad hoc teams of officers borrowed from routine precinct duties were used to protect sites that were high-value terror targets. Deputy Commissioner John Miller and Chief of Department Jimmy O'Neill saw how to fix this. As a result, they created, respectively, the Critical Response Command (CRC), which replaced CRV, and the Strategic Response Group (SRG). Together, these provide the city with more than 1,000 highly trained and properly equipped officers who are dedicated to counterterrorism, large-scale mobilizations, site security, and rapid deployment.

They have also developed 3-day active-shooter training and ALERT training that we're starting to share patrol, as well. Because the outer ring of the counterterror response will always necessarily be patrol. Cops on patrol are most likely to be the first responders at a variety of incidents—from active shooters to terrorist attacks.

Our new mobile digital program helps with this, by supplying every officer in the field with the intel necessary to be a counterterror asset. Under Deputy Commissioner for Information Technology Jessie Tisch, we undertook the most comprehensive technology program any American police department has ever attempted—something we promised you at the Foundation breakfast two years ago.

Tablets are being installed in every patrol car, and by the spring every cop will have a smartphone—there are examples on the side of the room for you to examine. Cops will be able to read details about 9-1-1 calls, research locations, search names and license plates, and complete paperwork—all while remaining in the field. There’s also a language app, making every officer an in-the-field translation service. This amazing new capability was made possible with \$160 million in asset forfeiture money from District Attorney Cy Vance and the Mayor.

Here’s a little story about how all this technology is coming together. And the slide, by the way, shows how we share these stories with the public via social media.

On a Friday last December, there was a ShotSpotter alert for shots fired in the vicinity of 409 Saratoga Avenue in the Seven-three Precinct. ShotSpotter is an acoustic detection system that we’re deploying around the city. The precinct Anti-crime team responded and found shell casings on the roof. They also saw individuals run into an apartment. A year ago, the job might have ended there. Actually, since ShotSpotter jobs routinely report gunfire that no one calls 9-1-1 about, a year ago the job might not have happened at all. But unlike a year ago, ShotSpotter DID report the gunfire, and, unlike a year ago, the officers had mobile digital. They used their smartphones to check to see if anyone in the apartment had an active arrest warrant—and indeed a resident did. As they spoke to her, they observed bullets on a table in the apartment.

This, in policing, is what we call “a clue.”

The officers arrested the occupants, froze the location, and requested a search warrant, which was granted—and which found two loaded handguns. All three individuals were charged with criminal possession of a weapon. The team is here today—Sergeant Carlos Lewis, and Police Officers George Allen and Sheena Lawrence—and I’d like to acknowledge them. It was good police work, officers.

But it was more than a good collar, it was an example of what we’re doing. These were good cops, who knew how to talk, and had observation skills. The technology didn’t do the work, they did. But with this technology, good cops can be made into great cops, and great cops become even better.

To make sure our personnel perform as well as the equipment we’re getting them, our training has to be as state-of-the-art as our tools. There are three components to our new training regimen. The first is “continuing professional education.”

CPE has been around for years in other professions. But NYPD cops never had it. We train and qualify with our firearms twice a year, but other skills—perishable skills—were taught once and that was it. We’ve changed that, and in doing so, we’ve been able to reshape the way our cops

interact with the people they serve. Beginning last year, with generous funding from Mayor de Blasio, we initiated a three-day program teaching officers: de-escalation, communication, the nobility of their profession, improved physical tactics, and how to deal with the homeless and mentally ill.

Going forward, CPE will be, as the name suggests, continuing, for ALL our cops. We'll use it to impart new rules and introduce new technology. We'll also use it to collaborate with the federal monitor, who is establishing new parameters for reasonable-suspicion stops.

We're also pioneering Crisis Intervention Team training. CIT is a three-day program that uses mental-health consumers, professionals, and police experts to train officers on how to respond to calls involving emotional disturbance. It also applies to the service-resistant street homeless population. We are currently funded to provide training for 5,500 cops. It promotes active listening skills, and teaches cops to use empathy to gain voluntary compliance. And it works.

Just a week after going through the CIT training, Police Officer Christian Campoverde was off-duty, shopping with his family, when he heard a man mumbling that he wanted to kill himself. Knowing something was not right, Officer Campoverde followed the man, catching up to him just as he swung one leg over a balcony railing. Officer Campoverde grabbed the man's waistband and began to talk to him. As the two connected, Officer Campoverde said "Is it OK if I give you a hug?" When the man said yes, Officer Campoverde was able to bring him back over the rail to safety, and he was taken by EMS for evaluation.

Off-duty or on, that's the kind of cops you have. Off-duty or on, it's what we do. Officer Campoverde is with us today, and I'd ask him please to stand. This is the kind of cop we should ALL want to hug.

We're also changing the way we train our recruits. At our new, \$750 million Police Academy, we have designed a state-of-the-art, scenario-based curriculum. We send the cops out for 12 days of field training for the first time during their Academy experience. And we've ended the practice of sending rookies straight to high-crime Impact zones when they leave the academy. Instead, we pair new officers with skilled, volunteer, veteran field-training officers who expose them to the full range of police roles and functions and work with the community partners.

To get the best people to be our new officers, and to find the 1,300 new cops the Mayor gave us, we're putting more emphasis than ever on recruitment. Part of that is improving the process, which has long been impersonal and inconvenient. We're consolidating several applicant processing sites into one, at our old Police Academy on 20th street in Manhattan. We're using groups like the Guardians, a black police fraternal organization, and Desi, the South

Asian-American fraternal organization, to help with outreach. Our most recent classes have had record numbers of women, and some of the highest percentages of minorities we've ever seen.

We're attracting these candidates by showing them a Department that wants them. In the past, three- and four-year waits from the time a candidate took the test to the time she was hired were commonplace. That's unacceptable, and we're ending it.

All of this is coming together as we planned last year in our Plan of Action, which was made possible in large part by the Police Foundation and board member Charles Phillips. The Plan is available on the Department's website, at [nyc-dot-gov-slash-NYPD](http://nyc-dot-gov-slash-NYPD). It's a long-game, big-picture strategy to engage with the cops and community.

A primary means of engagement is via our new Strategic Communications capability. This encompasses social media, video like the one you saw this morning, publications like the Police Commissioner's Report, and presentations like this. Communicating to break down separation is the name of the game—telling the cops that we care about them, and letting everyone know just how much the cops care for the community. It's diplomatic soft power—the idea that two-way communication, and two-way sharing of culture and values is the key to changing public opinion. It's at the heart of what I talk about when I talk about our need to see each other, to hear each other, and to recognize that we're all connected.

And behind me you'll see a real-life, real-time example. That's us, at this event, today. It's an article on our NYPDnews site, posted in real time, sharing the story in the moment. NYPDnews.com, by the way, is the place to go if you want a daily, comprehensive picture of what the Department's doing. It consolidates our online, social media presence, and hosts videos, articles, and stories.

We're in this together—the Department, the Foundation, the city—and when we share our stories we share in the accomplishments. In the coming year, there will be many. We're on the cusp of something great in policing, and I'm privileged to have you—my executive staff, many of whom are here today, the Foundation, all of you—on the team as we achieve it.