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THE COMMUNITY PATROL OFFICER PROGRAM

A Pilot Program In
Community Oriented Policing
in the 72nd Precinct

INTERIM PROGRESS REPORT

The Vera Institute of Justice
377 Broadway
New York, New York 10013

December 21, 1984

Executive Summary

On June 18, 1984, the Police Department began a patrol demonstration project in the 72nd Precinct in Kings County. Designed by the Vera Institute and personnel from the Office of Management Analysis and Planning, the Community Patrol Officer Program is attempting to create a patrol officer role through which the residents of troubled neighborhoods can link effectively into the resources of the Department. The Community Patrol Officer (CPO) embodies the law enforcement activities of the traditional foot officer, the outreach and community organizational activities of the community relations officers and the problem analysis, strategy development and tactical specification activities of the police planner.

Nine patrol beats have been established in the 72nd Precinct. Each beat consists of from twelve to twenty square blocks of residential and some light commercial property and is patrolled by one CPO. The officers are supervised by a CPO Sergeant to whom a driver is assigned. Thus, the demonstration project involves ten police officers, one Sergeant and one Police Administrative Aide. The demonstration will run in this Precinct for at least one year and Vera's Research Department is conducting a careful evaluation of its operation, its effects on the participating officers, and on the community, and its efficacy in addressing the major crime and quality-of-life problems in each beat.

The project has now been operating for five months. This progress report focuses on the manner in which the project has been implemented, the degree to which the officers assigned as CPOs have adapted to their new duties, and the initial perceptions of community leaders and residents regarding the value of the effort.

The officers in the program are all volunteers who were recruited into it by the Sergeant and Precinct Commander. They work steady tours, but the starting and finishing times are set by the officer and the Sergeant in light of considerations specific to each beat. The officers occasionally reschedule their tour for Saturday, Sunday or evenings to handle special events and to familiarize themselves with conditions on the beat during times when they are not normally working. A limited amount of overtime has been authorized to permit the officers to attend community meetings which are typically held in the evening.

The prescribed activities of the CPO include: patrolling the beat on foot and conferring with residents and business people to identify the crime and order-maintenance problems which concern the community; assisting organized groups of citizens to design and implement crime prevention programs and order main-

tenance efforts; working with interested citizens to create such groups where they do not exist; analyzing crime patterns on the beat with the assistance of the crime analyst, conferring with precinct command and supervisory personnel regarding tactical strategies for addressing crime and order-maintenance problems in the beat; coordinating their activities and the intelligence they collect with RMP and Anti-Crime officers, as well as detectives assigned to the Precinct; maintain a "beat book" which identifies problems and resources and keeps track of the officer's efforts to address them.

Interviews conducted with the CPOs indicate that they volunteered for this assignment for a variety of reasons, including: the frustration they experience from the inability to follow up on conditions when doing conventional police work; the opportunity apparently afforded by the program to use greater initiative in addressing community problems; the opportunity to understand better the people in the neighborhood and to convince them of the Department's desire to be of assistance in improving the quality of life on the streets; the opportunity to work reasonably steady tours and to be part of a special team of officers.

The officers were trained to realize that they can help the community through both their law enforcement and their community organizational activities. In the early months of the program, once the officers had canvassed the community and identified major problems, they took a fairly large number of law enforcement actions in an effort to address some of those problems. In fact, the nine beat officers took 812 such actions in the first five and one-half months of program operation. These included: 37 felony arrests; 38 misdemeanor arrests; 262 violation arrests and summonses; 96 summonses within the purview of the Environmental Control Board; 106 moving traffic violations; and 273 parking violations.

These actions have been directed against a wide variety of beat conditions, including: disorderly groups of youths who frequented specific locations; street narcotics use and sale; adult groups who congregated on the street corners drinking beer throughout the day; loud radios; illegal parking which prevented the Sanitation Department from keeping the streets clean, and various disorderly conditions within Sunset Park. In some instances, these actions have been supplemented by efforts by the local residents. As a result, quality-of-life conditions, many of which have persisted for years, have been attacked effectively in every beat.

In addition, the CPOs have coordinated their activities with the Brooklyn District Attorney's Office, the Brooklyn South

Narcotics Unit, the N.Y.S. Liquor Authority, the U.S. Customs Service, and other City, State and Federal agencies. Moreover, the officers have been able to collect a good deal of intelligence information through the growing list of contacts in their neighborhoods and this information has proven quite useful to other precinct units.

The officers have now established an identity in their neighborhoods and, in many instances, have worked closely with block associations on various quality of life problems. Two garbage-strewn, vermin-infested lots, which have been eye sores and health hazards to local residents for long periods of time, have been cleaned out and converted into facilities useful to the community. Locations long used for street-level narcotic sales have been closed and buildings and lots where users congregated have been cleared. Portions of Sunset Park previously characterized by noise, dirt, drug use and threatening groups of teenagers are now being used safely by local residents. A massive Halloween Party to provide a safe setting for children and to bring the people together was held for children throughout the Precinct.

In all of these instances, the CPOs were the driving force behind the actions taken by the citizens and the police. And their efforts have not gone unnoticed by the people. The preliminary sampling of community interviews conducted by Vera personnel indicate that the people in the beats are aware of the CPO, have observed desirable changes in their immediate neighborhoods since the program began, and are strongly supportive of the CPOs efforts.

In short, the program seems to be quite successful to date. Both the participating officers and residents of the areas being covered speak enthusiastically about the new police role. It is likely that community awareness will become more widespread as the CPOs intensify their community organizational efforts during the second half of the year.

THE COMMUNITY PATROL OFFICER PROGRAM

A PILOT PROGRAM IN THE 72ND PRECINCT

INTERIM PROGRESS REPORT

On June 18th, 1984, the New York City Police Department implemented a Pilot Community Patrol Officer Program in the 72nd Precinct in Kings County. This interim progress report reviews the background and development of that program, focusing primarily on the manner in which the project has been implemented, the degree to which the officers assigned as Community Patrol Officers (CPOs) have adapted to their new duties, and the initial perceptions of community leaders and residents regarding the value of this Police Department effort.

I. Background

In the mid-1970's, the fiscal crisis hit the City of New York and, by the end of the decade, the Police Department had lost approximately nine thousand sworn personnel. Even while available resources declined precipitously, the demand for police services increased dramatically so that in 1982 the Department received approximately six and a half million calls-for-service over the 911 Communications system.

Under these circumstances, an ever increasing proportion of the patrol force were committed to radio cars dispatched centrally in response to those calls. Uncommitted resources that could be deployed flexibly at the discretion of the Precinct

Commander to address local crime conditions or quality of life problems became extremely rare. Partly as a response to these resource limitations and the priority accorded to crime reports and emergency service calls, meaningful contact between patrol officers and the residents of their beats declined. The officers had less time to spend helping residents to deal with matters of concern in the neighborhood. Quality of life, or order-maintenance problems such as prostitution, street drug trafficking, public intoxication and associated panhandling, and roving groups of unruly and intimidating youths got beyond the control of residents in many of the City's neighborhoods.

In this context, the Department became increasingly desirous of reducing the physical, social and psychological distance between precinct patrol officers and the residents of the neighborhoods to which they are assigned. Of course, Community Relations units helped in this regard, but the real challenge facing the NYPD, and most other large, urban police departments, was to develop strategies for more effectively and efficiently orienting the basic patrol operation to the particular needs of local communities. The challenge is both conceptual and fiscal.

Conceptually, the strategy must enable the Department to move into troubled neighborhoods and persuade the residents that the police are a concerned, responsive and powerful resource that can provide the people with significant assistance in their efforts to reduce the threat of crime and to control the order-maintenance problems that diminish the quality of life in the community. The strategy must be feasible even while the Depart-

ment continues to make the massive resource commitments needed to respond to the calls-for-service, provide emergency services, investigate open cases, prepare arrest cases for prosecution, and provide security and order at the hundreds of public events that take place in the City.

Given these Police Department concerns, the Vera Institute of Justice reviewed existing patrol operations and structures in the NYPD, and recent experimentation in patrol tactics in other jurisdictions. This review led Vera to focus on creating a new role for individual patrol officers -- the Community Patrol Officer. The concept recognizes a need to increase officer accountability for his or her beat. Present patrol practices, whether foot or motorized, do not foster beat accountability. The vast majority of the Department's patrol resources are committed to responding to calls-for-service in radio motor patrol cars. During those times when the officers are not on call, they're expected to randomly patrol their sectors and, on occasion, they are given directed patrol assignments. Tour rotation on the Department's current duty chart does not permit assigning the same officers to the same beats or sectors on a daily basis, and in a given week an RMP officer may be assigned to three or four different sectors. All of these factors mitigate against an officer either amassing a great deal of knowledge about conditions on a given beat, or being held accountable for correcting or at least properly handling conditions.

But accountability is not the only value which the CPO concept is designed to advance. It provides for the officer to

identify with the community he or she patrols and to pursue creative solutions to the problems that are found there. Current practices are essentially reactive. Generally, there is little continuity in the assignment of officers to specific beats. Typically the officer and his or her partner drive from call to call attempting to address the immediate conditions presented. The officer's knowledge of beat conditions is limited to the identification of problem locations and problem people. He or she is neither required nor encouraged to form relationships with residents of the community. In reality, the officer has little time to do so. The patrol officer is evaluated on what are essentially quantitative work output standards and his adherence to traditional police techniques.

Finally, the concept seeks to create a patrol officer role through which the residents of troubled neighborhoods can link into the resources of the Department. This means the officer must be personally known by and accessible to the people. He or she must convey the Department's sincere interest in helping the people improve living conditions in the neighborhood. The officer must be able to use his or her authority toward that end in the street and to advise other patrol units on the precinct and borough levels on where, when and how best to deliver their services in the neighborhood.

In short, the Department seeks to become a more active participant in people's efforts to improve the quality of their lives on the neighborhood level. Its general patrol investigative and crime preventive services are resources that can be used

more effectively toward that end. To do so, however, the Department must provide a visible, reliable and knowable presence in the neighborhood on a continuous basis. Reorganizing and re-deploying the entire patrol force in the form of neighborhood teams is not financially feasible and may not be operationally desirable in the context of a massive, centralized communications and dispatch system such as the City possesses. The alternative is a new role that embodies the on-site law enforcement activities of the traditional foot cop, the outreach and community organizational activities of the community relations officer and the problem analysis, strategy development and tactical specification activities of the police planner. It is that role, which we are calling the Community Patrol Officer, which the Vera Institute recommended that the Police Department pilot.

In response to Vera's proposal, the Police Department agreed to implement a pilot Community Patrol Program in one patrol Precinct. During the months of April and May, 1984, Vera and Department staff met with patrol commanders throughout the various command levels of the Police Department, and reviewed recommendations regarding selection of a site for the pilot project. As a result of these efforts, the Department selected the 72nd Precinct in Brooklyn, which covers the Sunset Park and Windsor Terrace areas, as the host precinct for the program.

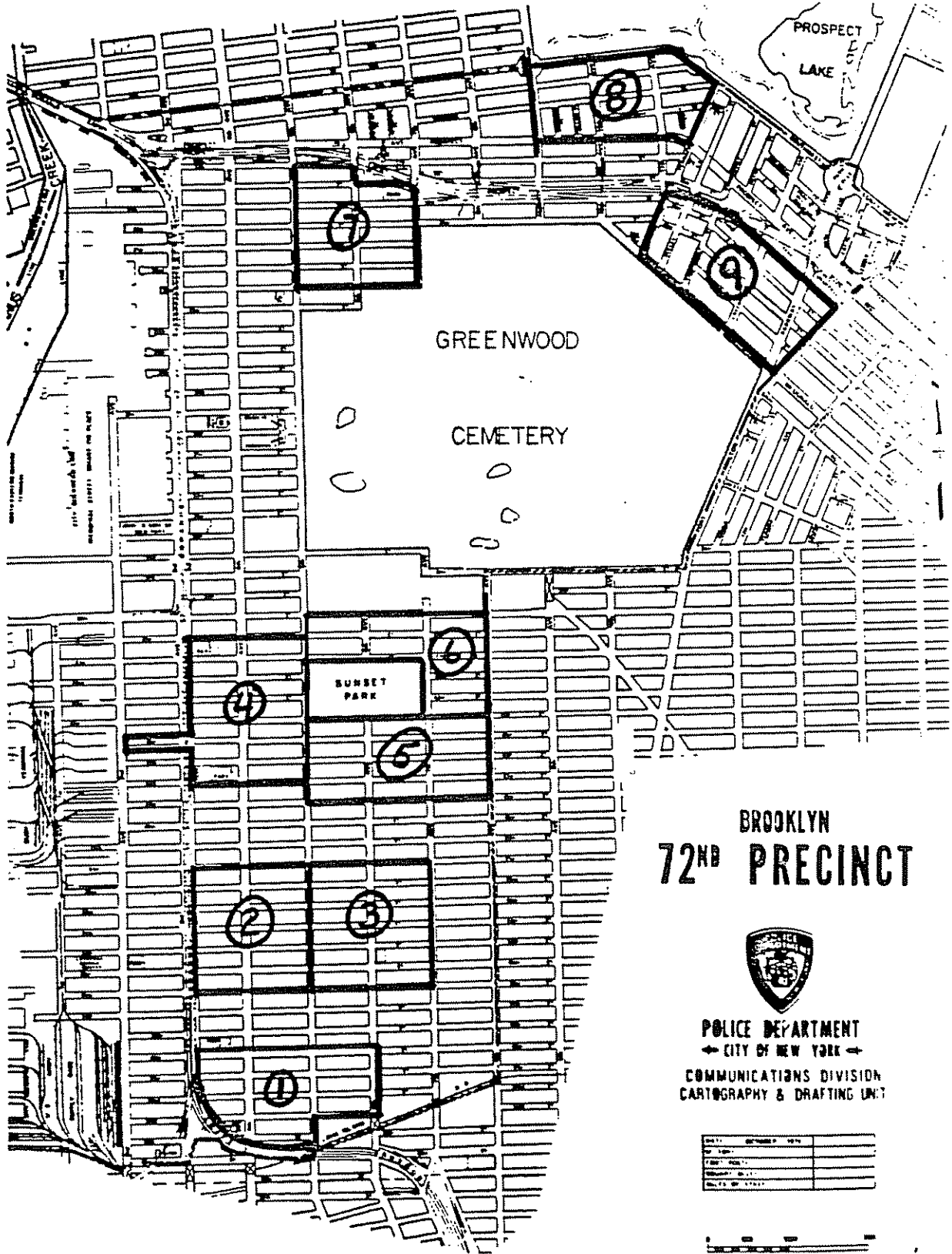
Between May and mid-June, project staff worked with precinct personnel on the development of the final plan of implementation. The Precinct commander sought and obtained a volunteer sergeant to supervise the program, and the sergeant in turn

sought and obtained volunteers from among the police officers in the precinct. Project staff worked with representatives of the Police Academy in the Development of a training program for the Community Police Officers. In devising the training program, the assistance of non-police agencies was obtained and portions of the training were administered by these agencies. In addition to Vera, training was provided by representatives of Community Board 7, the Neighborhood Stabilization Program, the Human Resources Administration, the Victim Services Agency, the Boy and Girl Scouts of America, and representatives of several private social service providers active in the community.

Vera's project coordinator worked with the Precinct Commanding Officer and the CPO sergeant in the design of the beat areas to be covered by the Community Police Officers. Precinct complaint records were reviewed to insure that the beat areas would include those areas in which significant crime and order maintenance problems existed. In addition, Precinct and Patrol Borough Community Relations personnel assisted in the development of the beat areas by identifying existing community organizations and those areas in which community development work would appear to be desirable. Finally, meetings were held with representatives of community groups and their input was solicited. As a result of these efforts, 9 patrol beat areas were designated, ranging from 12 to 16 square blocks in area. Care was taken in the design of the patrol beats to insure that wherever possible, community needs were served. While it was recognized that the limited personnel available for the project would not permit

inclusion of every block in the precinct within a beat area, efforts were made not to exclude areas in which the need appeared the greatest. For example, after the initial beat designations were made, project staff met with various community groups and reviewed the proposed areas of assignment. At one of these meetings, representatives of the block association covering 45th Street between Second and Third Avenues requested that consideration be given to including their block within one of the beat areas. The original beat designs did not include any of the territory west of Third Avenue because of its commercial nature. The block association representatives pointed out that although the area was primarily commercial, their block consisted solely of one and two family homes. In addition, because of deterioration of some of the neighboring commercial blocks, the area was the focus of large scale street-level narcotics activity, making it extremely difficult for these residents who were attempting to maintain the residential character of their block. As a result of their request, the block was included within the confines of beat area number 4. (See beat map, following.) The beat areas were also designed to permit expansion of the territory within each beat, should this eventually prove feasible and desirable.

Personnel were assigned by the Department to the 72nd Precinct to assume the duties formerly performed by the officers assigned to the project. The total complement assigned for program operations was: one Sergeant as program supervisor; nine police officers for beat coverage; one police officer as program coordinator and Sergeant's operator; and one Police Administra-



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tive Aide to perform the clerical duties relating to the program's operation. Space was provided to establish a program office within the precinct, and special telephone lines were installed to service the communications needs of the officers. Flyers were printed in English and Spanish which announced the implementation of the program and described the duties of the officers assigned to it (copy attached). These were distributed by each of the officers to residents and businesses within their beat areas. The flyer encourages community residents to contact the officers with respect to community problems, and provides instructions on how to do this. Later a simplified version of the announcement was developed by the officers themselves (copy attached). To provide for a message reception capability during the hours when the program office is closed, telephone answering machines were installed.

Police Department Objectives

The goals of the Community Patrol Program are enumerated in Operations Order 71 of the N.Y.C.P.D., issued July 10, 1984.

They are:

- a. To increase community awareness of crime problems and foster the development of community based crime prevention efforts.
- b. To develop strategies for tactical operations which respond to specific community and neighborhood problems and needs.
- c. To increase community involvement in policing activities through special programs, meetings, and the permanent assignment of police officers to neighborhood beats.

- d. To reduce the fear of crime in the community and increase the individual citizen's sense of personal safety.
- e. To decrease the amount of actual or perceived criminal activity in the target neighborhoods.

The attainment of these goals will depend in large degree on the manner in which the officers assigned to the Community Beats perform their functions. They are, by any objective standard, long range goals. While there is some indication that progress has been made in the desired direction during the first five months of program operation, an objective evaluation of the degree to which the program succeeds in accomplishing these goals must await the passage of time. The police officers who have volunteered to be members of this program face not only the task of dealing with the crime and order maintenance problems on their beats, but also of overcoming citizen inertia in developing crime resistance strategies within the communities they patrol. The Vera Institute of Justice is closely monitoring the operations of the pilot program in the 72nd Precinct, and will, over the next 12 months, conduct a careful and thorough evaluation of the program. In the interim, this report will focus on the manner in which the officers assigned have adapted to their new duties, and the initial perceptions of community leaders and residents regarding the value of this Police Department Effort.

Program Operations

The Community Patrol Program in the 72nd Precinct operates with a complement of 1 Sergeant, 10 Police Officers, and 1 Police Administrative Aide. The Sergeant is the operational director of

the program and supervises the activities of the 10 Police Officers. The PAA performs clerical duties in support of the program. One of the 10 police officers is assigned as program coordinator and sergeant's driver. The remaining 9 officers are assigned to community beats within the precinct.

As indicated earlier, the beat areas patrolled by the CPOs are large in comparison to traditional foot posts. They are square or rectangular areas of between 12 and 16 square blocks in size. The ability of one officer to effectively function within an area of this size is related to the functions assigned the officer and is one of the principal research issues to be addressed in the overall evaluation of the program. Community patrol differs in many respects from traditional foot patrol. In the latter, the visibility of the police officer is the principal reason for his deployment. Hence, the traditional foot post is normally set out as a straight line to afford the officer the ability to view his post from any location on it, and in turn to be viewed by the public. Community patrol does not rely on visibility as its principal tactic. While the officer does conspicuously patrol in uniform, the principal value of the patrol rests not on the visibility issue, but on what the officer does while he is on patrol. The effects of traditional foot patrol diminish when the officer is not present. It is hoped that the activities of the community patrol officer will increase the crime resistance of a community and thereby have a positive impact on it during his absence.

The size of the beat areas is one of the principal experimental elements of this program. Although significantly larger

beats have been used effectively in other jurisdictions, there is nothing in New York City's experience with traditional foot patrol which informs us on designing a beat of appropriate size. While this issue will be examined in some depth in the comprehensive evaluation, the experience of the first five months of operation in the 72nd Precinct appears to suggest that the current beat areas are not too large. Indeed, consideration is being given to expanding the boundaries of some of these beats. It appears that beat size is more dependent on street conditions than population density. The CPO's workload appears to be closely related to crime and order maintenance street conditions and not dependent upon whether or not the beat is composed of multi-family tenements or single family dwellings.

All of the personnel assigned to the Community Patrol Program are volunteers and have agreed to work flexible hours. Within the pilot project, personnel work primarily Monday through Friday, although several have rescheduled their tours for Saturday or Sunday to handle special occurrences on their beats. Most personnel work some variation of daytime hours, 1000 to 1800 hours, or 1100 to 1900 hours, although in any given week there are normally several officers who perform evening hours (1500 to 2300) in order to address evening conditions on their beats. The CP supervisor normally schedules one evening tour each week during which he, and those officers working that evening, concentrate on the evening conditions on those beats. Persistent conditions which overlap the various tours are recorded as post conditions which are reported to the other sergeants in the

precinct and to the RMP members assigned to the sectors covering the beats. The principal mode of operation is for each officer to patrol his own post and to be held accountable for performing his duties in accordance with program design. However, the nature of some of the street conditions encountered has required the CP team to devise effective strategies which involve more than one member. For example, many of the order maintenance conditions have existed for many years without abatement; the same groups have been drinking beer on the same corners, or the same drug users have been congregating in the same park for years. While RMP crews may have periodically chased them, that tactic has not resulted in eliminating the conditions. The community patrol officers have targeted these conditions on their beats and, as a result, have been threatened. This resulted from two conditions, first because they were alone on patrol, and second because their efforts were consistent, threatening the ability of those persons to continue their disorderly activities. To address this condition (which arose on several of the beats), the CP Sergeant would gather 2 or 3 of the beat officers and join the concerned beat officer in an enforcement oriented approach to dealing with the condition. This tactic has been highly successful in the few situations in which it has been employed. It has established the credibility of the individual beat officers, demonstrating that they are not alone, and that the Police Department is serious in its efforts to deal effectively and fairly with order maintenance conditions.

The duties of the Community Patrol Officers, as enumerated in Operations Order 72, are as follows:

- a. Patrol the beat area in a manner which strengthens the lines of communication with the area residents as well as preventing crime and delinquency.

The CPOs in the 72nd Precinct patrol some portion of their beats each day. While it was originally thought that community activities might result in the officer's not covering their whole beat every day (resulting in a recommendation that the entire beat be patrolled at least twice each week), the experience in the 72nd Precinct is that the officers do patrol their entire beat on an almost daily basis. This is a high visibility uniformed patrol. Equally important, it is planned and directed at focusing on community problems. Each CPO's patrol is based on the officer's planning and organizing his/her everyday activities with a view toward long-range peace keeping and crime control objectives in the beat area. Random patrol is discouraged and the officers are encouraged to replace it with more responsive and effective patrol strategies based on their growing knowledge of the communities they serve.

- b. Regularly confer with residents and business persons within the beat area to determine the nature and extent of crime and order maintenance problems of concern to the community.
- c. Where organized citizen groups do not exist within the beat areas, work with interested citizens in the creation of such groups, and the development of crime prevention programs.

Community involvement is an essential element of the program. The CPOs are required to meet regularly with residents and business persons in the beat area and discuss community problems in an effort to determine the nature and extent of crime and



order-maintenance problems of concern to the community. The officers are responsible for attempting to involve the community in the solution of these problems. Where citizen action groups currently exist, the officers work with them on the design and implementation of neighborhood crime prevention programs. Where such groups do not exist, the officers are attempting to assist community residents in organizing them to implement crime prevention programs.

The officers also act as resource persons for community residents in other than criminal matters. They have been given training on the utilization of both community and city-wide resources for addressing various kinds of community needs, and are actively assisting residents in contacting relevant agencies, and in some instances, are initiating these contacts on behalf of the residents.

- d. With the assistance of the precinct crime analyst, conduct crime analysis studies on the individual beat areas.
- e. Confer on a regular basis with precinct command and supervisory personnel regarding the development and implementation of tactical strategies for addressing crime and order maintenance problems within the beat areas.
- f. Coordinate their activities with those of the officers assigned to radio motor patrol and anti-crime patrol in the development of strategies to address the crime and order maintenance problems within the beat areas.

As the formulation of tactical strategies to deal with crime and order maintenance problems depends on a thorough understanding of crime and order-maintenance conditions within the beat

areas, the CPOs are required to engage in crime analysis activities. Beat officers maintain a crime incidence map as part of their beat books (see below) and are provided (by the PAA) with copies of all crime reports arising on their beats on a daily basis. In addition, the officers visit complainants who reside within their beats to provide counseling on methods which may be employed to avoid being victimized in the future and to assist the person to establish contact with the Victim Services Agency if this is appropriate under the circumstances. The officers also use the knowledge obtained through their crime analysis activities to advise community residents of crime trends in the area, and, based on their analysis, suggest methods of combatting them.

The CPOs are accountable for the identification of crime, order maintenance, and community problems within their individual beat areas, and are responsible for devising strategies for responding to these problems. The Community Patrol concept places an emphasis on patrol planning and goal-setting by the officer and his supervisor. Both the planning and goal setting are based on a continually growing knowledge of beat problems. In the 72nd Precinct Pilot Project, each CPO has a monthly meeting with the CP Supervisor during which, crime and order maintenance problems in the beat area are reviewed, and goals set for the current month's patrol. Tentative strategies for accomplishing these goals are also agreed to, and the results of the planning session reduced to writing. Both the officer and the supervisor continually review these objectives during the month to

determine if the tactics are successful in ameliorating the conditions.

The CPOs are encouraged to work with the other members of the precinct force in dealing with problems and conditions within the beat areas. Individual officers confer with their supervisor in planning coordinated approaches to dealing with beat problems, and actively work with personnel assigned to radio motor patrol and anti-crime patrol. To foster the cooperative atmosphere within the precinct, steps have been taken to insure that the officers assigned to the community patrol project are not viewed negatively by other members of the command. While community patrol members are not available to fill RMP cars, they do respond to calls-for-service within their beat areas, when possible, pull their fair share of precinct and out-of-command details, and are encouraged to share their knowledge of beat conditions with other members of the command, including the Precinct Detective Unit.

- g. Initially compile, and then maintain, a written profile of their beat area.

The community patrol concept is based upon the officer's ability to focus on community problems and plan his activities to address them. This is viewed as an ongoing process in which information is continually gathered, analyzed, and added to the officer's growing knowledge of his beat and conditions on it. To foster this process, and to insure that such knowledge is not limited only to the officer who gathers it, beat books (community profile records) were introduced in the 72nd Precinct. Forms

designed under topical headings (locations file, person file, conditions file, block profile, crime analysis, resource log, etc.) are used for the purpose of recording information regarding persons, places and problems on each beat. The development of these beat books is an ongoing process, which has only recently begun in the pilot project. Nevertheless, the initial steps taken by the CPOs in the 72nd Precinct appear to substantiate the value of the maintenance of these records.

- h. Maintain contact with existing citizen groups in the beat areas, and work with them on the design, implementation and evaluation of neighborhood crime prevention programs.

The CPOs are encouraged to play an active role in crime prevention efforts in the community. They attend neighborhood meetings as a police resource person, conduct public education programs on crime prevention specifically geared to the various groups in the beat area, and conduct residential premises inspections, making recommendations to improve physical security. In performing these functions, the CPOs do not replace the community affairs or crime prevention specialists in the precinct, but augment those officers' activities.

- i. Working with the precinct's crime prevention officer, conduct residential surveys and make recommendations to improve physical security.

Officers assigned to the Community Patrol Program have been given training by the Department's Crime Prevention Unit to enable them to conduct security surveys of residential premises within their beat areas, in an effort to increase the crime resistance of the residents of these communities.

II. Selection and Motivation of Personnel

One of the initial questions raised when the Community Patrol Program was proposed dealt with the issue of personnel selection. Because of the desire to provide for flexibility of tours, it was necessary to only utilize volunteers in the program. In addition, the non-traditional duties proposed raised questions as to whether or not seasoned police officers would volunteer to undertake what amounted to a major redefinition of their functions. In reality, the recruitment and selection process in the 72nd Precinct proceeded more smoothly than anyone had envisioned. Within two days of the informal announcement of the program in the Precinct, the CP sergeant had recruited almost twice the number of personnel required, and by the end of the second week had agreed with the Precinct Commander on the final selection. The ease with which this process proceeded further increased our interest in the motivations which prompted the officers to volunteer for the program. The vast majority of the officers who volunteered were assigned to Radio Motor Patrol and had worked with the same partners for some period of time. Why these officers should now volunteer to walk a lone beat was a question of some interest to all concerned in the program's development.

To address this question, each of the officers selected for the program was interviewed in depth. The results of these interviews sheds some light on the issue of motivation.

Initially, the program planners were not the only ones who wondered why officers would volunteer for the program. As one

officer noted when asked of the reactions of other police officer in the precinct to his volunteering for this program:

"They thought I was crazy...mainly because when you come into the Police Department, the ideal is to get a radio car and to have your own sector. That way every day you come to work you know that you're going to be in a car and won't be walking. You won't be out in inclement weather -- If you give up the nice comfortable car and walk, then freeze in the winter, the other officers say 'I don't know -- it's not worth it!'"

Beyond the issue of shelter from inclement weather and the safety and comradeship of a partner, other officers in the precinct were surprised that "active cops" would choose to leave the radio car where events happen constantly, to go to the comparatively "quiet" life of foot patrol.

One of the few "positive" selling points for the program was that it offered the officers the opportunity to work fairly steady hours, and not rotate around the clock as they do in the standard duty charts. However, it does not appear that this was the primary factor in their choosing to volunteer. Rather, they stressed other aspects of the community police officer role as being the principal motivators. Almost all of the officers indicated their frustration over an inability to follow-up in conventional patrol work. As one officer stated:

"I was getting no satisfaction from running around like a chicken without a head. Running from one place to another, taking a report here and a report there, and never being able to follow-up on what happened. I was involved in one incident which really got to me. It involved a father who killed his two children and then himself. I had spent time with this family in court, but because of patrol assignments I was never able to follow-up. It was a tragedy that really changed my mind. It's not working out this way -- there must be a better way."

For this officer then, and for those others who made similar comments, conventional patrol was a constant source of frustration, resulting from not being able to get involved or to take the time to follow-up on disturbing situations. They felt that the CPO program would provide them with this opportunity.

Another reason offered by a number of the officers as a key motivation in their volunteering was the desire for greater independence in police work. They saw the community patrol officer role as offering them a chance to use greater initiative and to work more directly with the people in the community. They saw the role as an opportunity to participate more directly in the decision making process and to have some greater degree of independence than that experienced in the RMP cars. One officer expressed this fact both in terms of his dissatisfaction with the traditional system and his desire and ability to work with citizens:

"I think for me it is a very perfect program for a lot of reasons. I don't always get along well with bosses, (but) I work very well with people....I see this (program) as a perfect opportunity to get out there and do something constructive, instead of doing a lot of things which I feel are a waste of time."

Finally, these police officers all look for greater interaction with the public. They all noted some frustration in not being able to talk to people within the conventional police role, and in not being able to develop an understanding of the people they have to deal with on the streets. They all expressed a desire "to work with people."

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A desire for more contact with the public is related both to a desire for more independence and the ability to follow-up with

difficult cases. This is because these officers see their inability to develop better relations with the public not as a result of bad community relations, but because traditional patrol is governed by the clock, and the officers cannot spend the time necessary to really get involved with the citizenry.

Another factor in motivating these police officers to join the community patrol program is that they think of themselves as an elite group within the precinct. Although foot patrol is often thought of by police officers as a job to be avoided, one that only goes to cops who aren't as active or who, for some reason, "get stuck in that role," the Community Patrol Officer Program began with a strong sense that the CPO officer was a special type of "cop." All of the officers said that they were chosen because of special characteristics as well as their desire to work with the community. Describing the selection process as the participants understood it, one officer noted:

"Basically (they chose) people that wanted to work, that wanted to get involved. You have some people who take everything as a joke and they push things off and don't want to get involved. There are different kinds of cops...every situation you walk into, certain kinds of cops will handle it in a different way; whereas, we wanted people who were going to get involved, that really wanted to be interested, really wanted to help these people, you know, instead...of fluffing everything off, and passing the buck."

The CPO officers thus view themselves as part of an elite corps. They are "cops" who really want to do a good job. They also feel that they can be trusted with the independence which is so important to this program.

In sum, a number of factors contributed to officers volunteering to be a Community Police Officer. While structural

factors, such as the hours involved, played a role in their decisions, other considerations precipitated their volunteering. These included a desire for greater independence in police work, and a response to the frustrations connected with the inability to "follow-up" within the traditional patrol model. A desire for more contact with the public was also an important motivating factor for these officers. Finally, the belief of the community patrol officers that their group represented a special corps within the precinct contributed both to their desire to participate in the program and to the high morale which has characterized its operation.

III. Enforcement Activity

The community patrol program was established primarily as a means of forging a partnership between the police and the community in an effort to improve the quality of life in this City. The duties assigned the community patrol officers are all aimed at the accomplishment of this goal. Through their efforts, it is hoped that community residents will take those steps necessary to make their neighborhoods more crime resistant. At the same time, these officers are charged with the duty of addressing crime and order maintenance conditions within their assigned beat areas. While some of these conditions may be addressed by joint police and community efforts, others require that the officer take appropriate enforcement actions to effectively deal with them.

During their orientation, the community patrol officers were instructed to canvass the residents of the communities they

served to determine which crime and order-maintenance problems were of the greatest concern in those neighborhoods. This they have done, and together with their supervisor and the Precinct Commander, they have planned various strategies to alleviate these conditions. Some of these strategies have resulted in the officers making arrests and issuing summonses. All have been focused on those conditions identified by the community as being their greatest concerns.

During the first five and one-half months of program operation in the 72nd Precinct (June 18th through November 30, 1984), the police officers assigned to the 9 community beat areas have taken a total of 812 enforcement actions. These were:

- a. 37 Felony Arrests
- b. 38 Misdemeanor Arrests
- c. 262 Violation Arrests and Summonses
- d. 96 summonses within the purview of the Environmental Control Board
- e. 106 Moving Traffic Violations
- f. 273 Parking Violations

As indicated above, the vast majority of these enforcement actions have been directed at beat-specific conditions. For example, during July, the City operated its summer employment program for community youth. As in previous years, on the first pay-day, several of the youths were the victims of street robberies. On the second pay-day, one of the community police officers whose beat included the location at which the paychecks

were distributed, placed herself in a position to observe a robbery take place. Commandeering a passing Sanitation Department truck, the officer gave chase and apprehended the perpetrator of the robbery. Other felony arrests have been made on charges of robbery, burglary, larceny and automobile larcenies.

The wide range of enforcement actions taken is indicative of the variety of problems addressed by the community patrol officers. By and large, the early months of the program involved the identification and targeting of disorderly street conditions which negatively affected the quality of life within the beat areas. The principal conditions identified by means of the community dialogue included: disorderly groups of youths who frequented specific locations, street narcotic use and sales, adult groups who congregated on street corners drinking beer throughout the day, loud radics, illegal parking which prevented the Sanitation Department from keeping the streets clean, and various disorderly conditions within Sunset Park.

Many of these quality of life conditions have existed for many years, largely unabated. While officers assigned to Radio Motor Patrol have made attempts to address them, the inability of these officers to remain at specific locations for long periods of time has diluted their ability to focus on persistent disorderly conditions. Thus, some of these minor disorderly offenses became entrenched problems in the community. As a result, the community police officers have had to resort to the use of enforcement tactics to address these conditions. Observations by

staff personnel, comparing visible street conditions at the beginning of the program with those observed in recent months, suggest that these efforts have eliminated many of the non-narcotic related conditions, and substantially lessened street narcotic conditions. As reported later in this document, these observations are supported by interviews with residents in the beat areas.

Although Sunset Park itself is not included within any of the beat areas, its perimeter abuts three of the community patrol beats. During the early months of program operations, the officers assigned to those beats all reported that the principal complaints received from residents in the area concerned disorderly conditions in the park which negatively affected the whole community. As a result, with the permission of the Precinct Commander and under the supervision of the CP Sergeant, the officers on those posts began to focus on conditions in the park. Park regulations were strictly enforced, arrests were made for gambling in the park, narcotic activity was targeted and reduced, and by the end of the summer, community residents were once again able to use the park for family recreation.

The community patrol officers have attempted to coordinate their enforcement activities with other units within the precinct, the Department at large, and with other agencies. Liaison was established with the Brooklyn District Attorney's Office which resulted in the targeting of CPP arrests and appearance tickets. The unit has worked closely with the Brooklyn South Narcotics Unit, particularly with respect to the large scale

narcotics operations on 61st Street (4th to 5th Avenues), and with other City, State, and Federal Agencies. While these relationships are in developing stages, these efforts at coordination have already been productive. For example, one beat officer established liaison with the N.Y.S. Liquor Authority, resulting in the permanent closing of a local social club which had been the target of neighborhood complaints for several years. In a different direction, the officers have established a working relationship with the U.S. Customs Service, which has a facility located within the 72nd Precinct. As a result, on several occasions when CPP officers have made narcotic arrests involving automobiles, Customs agents have responded with Canine Units resulting in the location of additional narcotics within the automobiles.

These enforcement efforts have begun to produce positive results in terms of community support of the program (see section VI, supra). By their actions, the officers are attempting to demonstrate the Department's commitment to address local conditions on a continuing basis. In response, local citizens have begun to provide the officers with intelligence regarding criminal activities within the area. Some of this information has resulted in arrests by the CPP officers, other information has been passed on to the appropriate department units.

IV. How the CPO Helps the Community

The officers in the program have been trained to realize that they can help the community by effective law enforcement

activity and by helping the people to recognize their own strengths and to take actions which will improve the quality of life in the neighborhood. Although these objectives are pursued daily by all of the CPOs, stories of just a few notable incidents illustrate how this method of policing can produce results which would have been unlikely if the officers involved were constantly on runs in the radio car.

One evening a local drug dealer was shot in a park located within a CPO beat. The next day the CPO, suspecting a turf fight, spoke to the victim/complainant and then walked around the area immediately outside the park. He was known there and he knew many of the people on the street, so he felt he could talk with them about what occurred. From these conversations, he discovered the make of the car used in the shooting and then found the car a couple of blocks away. A few men were hanging around the car. The officer radioed to the precinct to bring the victim out to his location. The victim identified them as the assailants, and the officer arrested them for attempted murder.

Later the officer suggested that there were two ways in which the CPO role contributed to these results. Because he was known around the park and he knew some of the people there, he could talk to them casually and they were willing to give him some information they would not have revealed had he been an unknown police officer dealing with them formally. In addition, because he was not tied to the central dispatcher's queue, he could use his time and initiative in an attempt to develop information that might assist the detectives in solving this crime.

Although that was his purpose, as circumstances developed, the officer made the arrest.

Finally, the officer's sense of responsibility for maintaining order on his beat made this an incident of special importance to him. It threatened a sense of order he wished to establish in the neighborhood, and he was able to invest special effort in cleaning it up.

In another beat, some residents expressed their frustration over a lot that was laden with garbage and debris and was vermin infested. It was a health hazard and a danger spot for children, but the citizens had been unable to get it cleaned out.

The CPO helped to bring more concerned citizens together and identified the relevant city agencies to be contacted. He succeeded in getting the lot declared a health emergency. Workers came to dispose of the rats, and others came to remove twelve tons of garbage. Many of the residents expressed their delight with this accomplishment, but other residents of apartment buildings adjacent to the lot continued to throw garbage into it. The CPO got the superintendents of these buildings to clean out the garbage thrown there, and has started an effort with the residents to persuade the apartment dwellers to stop this self-defeating practice. The local newspaper wrote up the story as an example of what can be done by police/community cooperation.

Another CPO spent the early weeks of the program walking around her beat introducing herself to store owners and residents and listening to their descriptions of the community's problems. She built good will in the neighborhood and focused some particu-

lar attention on the kids. As a result, she was told of a group of three or four teenagers who were mugging other youths after they received their summer employment income at the local youth employment office. One Friday, a citizen informed her that the muggers were operating a few blocks away. The officer hitched a ride on a sanitation truck and apprehended one of the perpetrators, while the truck driver gave chase and apprehended another. The complainants and the residents were delighted that the mugging operation was broken up, and that the CPO had chosen so dramatic a way to arrive on the scene. Her responsiveness enhanced her credibility in the neighborhood and has encouraged many residents to bring their concerns to her attention.

In another beat at the end of an essentially residential block, there was an empty lot that was full of garbage -- an eye sore that was also a trouble spot in the neighborhood. It was located next door to a building in which children, whom the CPO had known, had died in a fire. The people were concerned about it, so the CPO undertook to get it cleared out.

Since the plot of land was owned by the City, he secured permission to establish a small park there. He got sanitation and health authorities to clean it out. He got private persons to donate cement for a basketball court, and he and a group of neighborhood residents planted grass on the remaining land, and secured the property with a locked fence. The key is kept by citizens who live next door to the park and it is opened daily for the neighborhood kids to use in safety. The park was dedicated to the two children who died in the fire. The local kids

enjoy it now. The residents are proud of their accomplishment, and everyone appreciates the fact that the police officer was the prime mover in converting a community eye sore into a community asset.

Another lot in another beat was being used as a dumping ground for stripped cars and assorted junk. Some residents of the neighborhood were frustrated by it and saw it as encouraging garbage dumping and the loitering of drug users. The CPO located the owners of both the lot and the run-down apartment building adjoining it. The owner of the lot had cleaned it out before and had a fence erected, but the fence was torn down by persons wanting access to dump stripped cars. The owner of the building was anxious to improve it and to dissuade drug addicts from camping in the hallways.

The CPO got the landlord to sign a form authorizing the officer to enter the building and arrest non-tenants for trespassing. He urged the lot owner to clean it out, or be forced to pay the City a substantial fee for clearing it as a health hazard. Eventually, it was the City who cleaned it out. The CPO went through the building discouraging the tenants from throwing garbage into the lot. Their initial reticence eased after they saw that he was serious about clearing the drug addicts out of the hallways. Finally, the officer opened negotiations with the Community Board to get rid of some of the auto body shops that exist in the area in violation of the zoning ordinance.

The conclusion to this story is not yet written, but the CPO and concerned local residents have taken meaningful strides towards easing a troublesome problem.

One of the beats in the program is an essentially stable, middle class neighborhood with a fair number of block and neighborhood organizations operating there. The CPO has established good relationships with them and looks for ways to support their efforts to maintain the quality of life in the neighborhood. While walking through the streets one day, a local merchant told him of a group of three prostitutes who had been operating in the area for some time and were heavily involved with drugs. The merchant passed on this information in casual conversation and had never called in a complaint to the Department.

The CPO investigated and eventually arrested two women on disorderly conduct and drug possession charges. At the time of the arrest, he offered to help them get treatment, if they wanted to. One of the prostitutes did, in fact, seek his assistance and, after calling around to various drug programs, he succeeded in getting her into treatment. Thus, by dint of his efforts, a prostitution operation was uncovered, broken up and at least one of its participants has entered a program that might help her turn her life around.

Finally, we should relate the story of the CPO Halloween Party. This was a joint enterprise, involving all of the CPOs and the Sergeant. Believing that the community would benefit from a celebration of sorts, and that the kids needed a safe way to trick or treat, the officers set about organizing a Halloween party for kids from all over the Precinct.

First, they secured permission to use the communal rooms in a large senior citizen residence located in one of the beats.

Then they enlisted the aid of several representatives of community organizations. These people in turn solicited local merchants who gladly donated candy, soft drinks and party favors. The officers prepared a flyer announcing the party and distributed them widely in all of their beats. They contacted block organizations and adult residents of the neighborhoods and organized a large group of volunteers who agreed to lend a hand at the party itself. They also involved the Community Relations officer and several other police officers from the Precinct and at least two mounted officers who provided rides for the children.

On the day of the party, the CPOs joined the residents in helping to run the affair -- lining up the kids, organizing the games and distributing the favors. It is estimated that over 3,000 children attended the party during a four hour period, many of whom were accompanied by their mothers. The event was a huge success in terms of both the police's and residents' desire to cooperate in building a safer and more hospitable community.

V. Community Reactions to the Program

Vera's evaluation of the CPO program will involve a systematic survey of citizen reaction to the program. In depth interviews are being conducted now with citizens in the beat areas covered both to provide an initial view of how citizens perceive the program and to collect information necessary for the development of a more comprehensive survey instrument. Subjects for these interviews were chosen in a variety of ways. To begin with, we wanted to interview individuals who have had contact

with the program. Thus, we asked the officers involved to identify citizens on their posts with whom they have established rapport, or whom they have helped in one way or another. At the same time, we wanted to get an initial impression of more general community attitudes towards the CPO program. For that purpose, we chose citizens randomly, either by knocking on doors or walking up to people on the street.

At this time, we have completed 25 of these interviews in 5 beat areas. Another 50 interviews will be conducted during the next month or so. The limited information now available allows us to make some initial tentative observations about community sentiment towards the CPO program. A more comprehensive assessment of community sentiment will be developed from a representative survey conducted in May, 1985.

As might be expected, our initial interviews show that citizens strongly support the general concept of foot patrol. This community support pre-dates the advent of the CPO program itself. For example, one block association official told us that more than 4,000 signatures were collected a year ago requesting assignment of foot patrol police officers to that area. While most citizens expressed a desire for any type of increased police presence, support for the CPO program comes from some quarters which traditionally have not had warm relationships with the police. Thus, one community leader working with youths in the 72nd Precinct, who has had a number of problems with police officers in the past, expressed enthusiasm for this program because it combines an increased police presence with increased police involvement in the community:

Well the attitude in the neighborhood is that the Police Department is one side of the issues and the local community is on the other side. And there was very little common ground or communication. (I thought) this (program) would be a way of creating a common ground, which is what has happened.

Support for the program comes as well from citizens who are anxious to see the police deal more frequently and effectively with "quality of life" problems. Their desire for a foot patrol officer comes from their belief that only someone walking the beat is able to address the types of quality of life problems with which they are most concerned.

Our findings from the interviews suggest that CPOs are making contact with a broad segment of the communities in which they patrol. Many citizens report that they see the officer three or four times a week, and sometimes every day. Although a number of the citizens interviewed did not know of the CPO program itself, almost all had noticed the presence of the officer since the summer. Store owners remarked that the officers came into their businesses to check on them and see how they were doing, and many citizens said that they had a friendly relationship with the individual CPO. This is not to say that officers are well-known in every area of their post. In one beat for example, the CPO has had to spend a great deal of time involved in enforcement activities on particular blocks. As a result, recognition among citizens outside those blocks is not as high as that of other CPOs in other beats. Nevertheless, even in this beat, one citizen interviewed from this post stated that while she did not know of the program or the CPO, she had seen a dramatic improvement in conditions near to her block. Specifically, she

indicated that an apartment building and an empty lot had been changing for the better in the last few months.

When we asked citizens to describe the most serious problems they have had in their neighborhoods, "quality of life" issues were a major concern: Drug dealing, drug use and the loitering teenagers that accompany such activity, were cited by many citizens. Muggings were also reported, particularly by a number of senior citizens.

For the most part, our initial interviews show that the citizens believe that there have been significant improvements in their neighborhoods regarding quality of life problems. Thus, one shop owner told us that a CPO has done "a pretty good job of cleaning up this crowd we had on the corner,...and she's busted them up many times". In another case a senior citizen reported that she feels "more secure now when I walk during the day in the streets". She explained that in the past, "we, the old ones, were a target for muggers". Another citizen told us that there was a decrease in the number of robberies in his area, at least during the daylight hours. While our own research cannot as yet determine whether, in fact, an actual decline in crime rates has occurred on these posts, our initial interviews with citizens show that they do indeed see the Community Patrol Officers as having an effect on major problems in their neighborhoods.

It is important to note that citizens see the CPO as having an effect on problems which, at least on the surface, are not serious threats to community well-being. These problems, which may not appear to be serious to outsiders, represent annoyances

that affect the quality of life in these neighborhoods, and may also contribute to other more serious problems. As one representative from a community organization explained:

He makes himself very likeable. He handles all the complaints that we give him and takes care of them. In fact, one positive thing is that...if there's a light out it gets fixed much quicker, or if there's a pothole he takes care of it or, if there are abandoned cars, [they get towed] much quicker. If we get any complaints I call him up or he comes around when he is doing his route and he handles it very well.

Thus, from the perspective of citizens, the CPO is dealing with a number of issues that they view quite seriously, but which normally do not receive serious attention from the Police Department. It is precisely for this reason the CPO is appreciated by the public in his or her area.

Citizens for the most part feel more secure than they used to in those areas patrolled by the CPO. Many times their sense of security is linked to observations about some of the conditions which have improved in their areas. For example, as a middle-class Hispanic housewife told us: "I feel safer now in this block, because of the visible presence of the officer. Also he helped us to clean an abandoned lot".

Even among citizens that have not noticed many changes in their area there is support for the idea of having the CPO around. They feel strongly that they have access to a police officer who is responsive to their needs, who will assist them with problems which they have in their neighborhood. As one housewife who described herself as part of the gentrification of one neighborhood told us:

...other than that I don't think that I would have noticed (changes in conditions in my area) except that people like the idea that he is here. I like the idea that he is there. I had a problem and I wanted to talk to him about it. There were a couple of kids, somebody reported that there were a couple of kids on my roof. And I thought, I had the name [of the CPO] and I still intend to speak to him and have him speak to them. It was very good to know that he was around, because I know that he'll listen. I wouldn't want to deal directly with those kids.

While there seems to be a general consensus among citizens that the situation in their areas has improved since the CPO came on duty, or at least that they feel safer because of his or her presence, some citizens argue that the improvement has been limited only to daytime hours. Specifically, a number of citizens believe that the problems that arise during the day have, to a certain extent, been displaced to evening hours. One housewife from an Hispanic neighborhood told us:

I do see Officer X frequently in a very friendly context. We cleaned with him the empty lot on this block. This was very important for us because this empty lot was a place where stolen cars were left. At least now they [sic] don't hang out there. Nevertheless, they still use the street to leave stolen cars -- now they use the corner. Officer X can't do anything about this because this happens during the evenings.

Some shop owners have told us as well that they noticed changes in crime during the day, but that during the evenings "everything's the same".

Citizens, who have generally positive attitude towards the police, are even more enthusiastic about "their" CPO than about other officers. Most citizens are happy to see any police officers around, but seem especially pleased by the particular role which these officers play in their areas. They feel more com-

comfortable with their CPO because he or she has become part and parcel of their neighborhood. As one citizen explained:

Of course I feel comfortable talking to officer X, you know...I know the guy on a first name basis.... Let's put it this way, I feel like the guy is part of a family here, because everybody knows him.

Among teenagers, many of whom have generally difficult relations with the police, the CPO program appears to have had a very positive impact. A principal at a local school told us for example, that the officer in his area has done the utmost to let teenagers know what the "ramifications" of their behavior are. In his view, the officer has tried to "alleviate" the situation in which the police are seen by school-aged youth as unapproachable figures who cannot be trusted. One shop owner told us:

Years ago there was abuse from the police to the youth. On various occasions I went out to the press to make public this official abuse. So you see, there are negative backgrounds with the police department and the Hispanics in this neighborhood. Now we have a better relationship with the police through the CPO. I now feel that they want to help the youth, you know, with drugs. For example, they got involved with youngsters through different activities like the Halloween party, community activities, block association meetings, the Puerto Rican parade, a Thanksgiving activity in the precinct and so forth. They once gave us a bus for us to take youngsters out to the city as a recreational activity. Officer X is very active in helping the youth here. You know that the main problem has been gangs, homicides, robberies, and drugs. I think the CPO is trying to do something about it.

One community leader, who has spent a great deal of time working with gangs in the area, compared the attitude of these officers towards youth and their influence upon them with the previous experiences youths have had with the police:

They pick up kids in the park, and they bring them here instead of going through the whole booking process. And we try to deal with it -- through the problem point, not from the court position...I think they (the CPOs) are more concerned about the individual kid involved with drugs as opposed to police arresting and prosecuting; they're concerned about the kids who need help.

One store owner and community activist went so far as to argue that many of the problems they have had in the past would not have occurred if the CPO had been on duty:

You have to understand the history of this neighborhood in relation to the problem of youth. Fifteen years ago there were gangs here. I myself have buried forty youngsters. They killed themselves because they wanted to defend territories. This is a very sad history. If we would have had an officer like Officer X during those times we wouldn't have had so many tragedies. The police in the past were racist and abusive with young Puerto Ricans. Officer X is not like that.

While attitudes towards the CPO program and its officers are generally positive, there are some residents who are displeased with the program and its attempts to deal aggressively with conditions. For the most part, these citizens are located on particularly troublesome blocks where officers have had to undertake a large number of enforcement actions. Some of these complaints come from citizens we would expect to be troubled by the enforcement activities of the police. For example, a gang member on one of these blocks was disturbed because the officer kept moving him when he was hanging out and complained that he "harrasses me." The youth asked, "What does he want me to do? That's the only thing I do!" At the same time these concerns are not limited to teenagers. As a middle-aged housewife in a deteriorating building explained:

The CPO officer is bringing more disorder than order. I wish they could leave the people in this block in peace. For example, Officer X does not respect us. If he wants us to move the cars or put on new sticker he should speak to us with more respect and ask us if we could please do something about the car. What I have noticed about Officer X is that when he speaks to us he forgets he wears a uniform. He expresses himself in a rough manner with arrogance. He shouldn't treat us like that. This does not bring order, only a lack of respect. The CPO is not doing anything about this.

For the most part, citizens feel more comfortable talking to their CPO than to other officers. A number indicated that they would feel more comfortable giving information about criminal activities to the officer on their beat than to other officers generally -- a factor which supports Vera's view that the program would lead to increased knowledge of criminal activity in these areas.

Nevertheless, it is clear that on certain posts the CPO will have to work hard to gain the trust of civilians. One shop owner described the situation as follows:

How am I suppose to report to the police about something when they ask me to testify? The person who committed the robbery would burn my business or kill me. I know about a case in which the owner suffered serious business losses because his place was burned. I also know that this is not the cops fault, it is the law. The ones who make the laws do not always protect citizens.

Thus, even here where the CPO has a positive reputation in the area, citizen fears of reporting criminals to the police may override their trust of the individual officer.

One particular concern mentioned by a number of residents should be noted, given the ethnic distribution of this area, and that of the police officers. A number of citizens from the

Hispanic community commented that they were disappointed that more Hispanic police officers were not involved. One community leader said that they needed more Hispanic officers "who would understand the way we are". A shop owner told us that there is a tremendous language problem for most of the officers. He argued that "this language problem creates a wall (for them) among the Hispanic citizens". While this concern about the lack of Spanish-speaking officers was expressed by some citizens, it should also be noted that non-Spanish-speaking officers in mostly Hispanic areas were generally given high marks by Hispanic residents.

In general, the findings from our initial interviews suggest that citizen support for the CPO program is strong. Because citizens see the CPO officer patrolling his or her beat, they feel safer and more secure. A number of citizens noted a decline in the quality of life problems in their neighborhood ranging from youths loitering on street corners to drug selling to muggings or even burglaries. Other citizens spoke about improvements in the appearance of their area -- an objective of the program which, if achieved, may in turn lead to lower crime rates. Our survey indicates that citizens trust the CPO more than other officers, and in many cases where police relations with citizens have been poor, (e.g., among Hispanic youths), there is strong reason to believe that the CPO is making a difference and creating more cooperation between the police and the public. This is not to say that our initial observations have not discovered citizens who find problems with this program. As

we have noted, some citizens are concerned about the displacement of crime from the day hours to the evening hours, while others, in areas of aggressive enforcement, speak of what they describe as "harrassments" by the officers. Nevertheless, the weight of the evidence thus far reveals a very high community regard for the officers and considerable recognition for the work they are doing on their posts. Moreover, this recognition seems to be having a positive effect on citizen attitudes towards the police department in general.

APPENDICES



OPERATIONS ORDER

NUMBER

71

DATE

7-10-84

TO ALL COMMANDS

Subject: PILOT PROJECT - COMMUNITY PATROL PROGRAM IN THE 72ND PRECINCT

1. A pilot Community Patrol Program was implemented in the 72nd Precinct on Monday, June 18, 1984. This program established a number of community area beats which are covered by foot patrol.

2. The goals of this program are as follows:

- a. To increase community awareness of crime problems and foster the development of community based crime prevention efforts.
- b. To develop strategies for tactical operations which respond to specific community and neighborhood problems and needs.
- c. To increase community involvement in policing activities through special programs, meetings, and the permanent assignment of police officers to neighborhood beats.
- d. To reduce the fear of crime in the community and increase the individual citizen's sense of personal safety.
- e. To decrease the amount of actual or perceived criminal activity in the target neighborhoods.

3. Personnel assigned as Community Police Officers will perform the following duties:

- a. Patrol the beat area in a manner which strengthens the lines of communication with the area residents, as well as preventing crime and delinquency.
- b. Regularly confer with residents and business persons within the beat area to determine the nature and extent of crime and order maintenance problems of concern to the community.
- c. With the assistance of the precinct crime analyst, conduct crime analysis studies on the individual beat areas.
- d. Confer on a regular basis with precinct command and supervisory personnel regarding the development and implementation of tactical strategies for addressing crime and order maintenance problems within the beat areas.
- e. Coordinate their activities with those of the officers assigned to radio motor patrol and anti-crime patrol in the development of strategies to address the crime and order maintenance problems within the beat areas.
- f. Initially compile, and then maintain, a written profile of their beat areas.
- g. Maintain contact with existing citizen groups in the beat areas, and work with them on the design, implementation and evaluation of neighborhood crime prevention programs.

NEW YORK CITY POLICE DEPARTMENT

- h. Where organized citizen groups do not exist within the beat areas, work with interested citizens in the creation of such groups and the development of crime prevention programs.
- i. Conduct public education programs on crime prevention geared specifically to the various groups within the beat areas.
- j. Attend neighborhood association meetings as a police resource person.
- k. Working with the precinct's crime prevention officer, conduct residential surveys and make recommendations to improve physical security.

4. The Vera Institute of Justice will monitor the project, document its actual implementation, collect data to measure its effects, and report the results to the department.

BY DIRECTION OF THE POLICE COMMISSIONER

DISTRIBUTION:
All Commands

OPERATIONS ORDER NO. 71



POLICE DEPARTMENT

ONE POLICE PLAZA
NEW YORK, N.Y. 10038

Hello. This is to introduce myself as your Community Police Officer. I have been assigned to patrol your neighborhood as part of the 72nd Precinct's Community Patrol Program. I, and the other officers who volunteered for this program, did so because we believe that it gives us the opportunity to provide the kind of police services that your community needs. The following are some of my duties and responsibilities:

1. To regularly meet with residents and business persons within my beat area to find out what are the crime and order maintenance problems of greatest concern to the community.
2. To work with existing block associations and other citizen groups in my beat area on the development of neighborhood crime prevention programs.
3. Where organized citizen groups do not exist within the beat area, to work with interested citizens in the creation of such groups and the development of crime prevention programs.
4. To conduct public education programs on crime prevention geared to the need of the community I serve.
5. To conduct inspections of residences within my beat area and make recommendations to improve their security.
6. To attend meetings of block associations and other civic groups within my beat area as a representative of the precinct.
7. To coordinate my activities with those of the police officers assigned to radio motor patrol and anti-crime patrol in the development of strategies to deal with the crime and order maintenance problems within the beat area.
8. To patrol my beat in a manner which strengthens the lines of communication between the area residents and the Police Department.

The Community Patrol Program is in addition to the Police services already provided in this community, radio motor patrol, anti-crime patrol, etc. I will be working in your neighborhood 5 days each week, and would be happy to meet with you and discuss neighborhood problems at any time. If you need the police in an **EMERGENCY**, continue to call 911. If you have non-emergency crime or community problems that you would like to discuss with me, please call 965-6303 and leave a message for me and I will get back to you as soon as possible. This is a 24-hour phone line, and when the Community Patrol Office is closed, you can leave a message for me on our answering machine.

My primary goal as a Community Police Officer is to help organize community resources to prevent and reduce crime. Working together, the police and the community can accomplish these goals. We need each other.

Sincerely,

Your Community Police Officer



POLICE DEPARTMENT

ONE POLICE PLAZA
NEW YORK, N.Y. 10038

¡Saludos! La presente es para presentarme como su (Oficial de la) Policía de la Comunidad. He sido asignado a patrullar su vecindario como parte del Programa de Patrullaje a La Comunidad del Precinto 72. Yo, y otros oficiales (de la policía) que nos ofrecimos a este programa, lo hicimos porque creemos nos da la oportunidad para proveer el tipo de servicio policiaco que su comunidad necesita. Los siguientes son algunos de mis deberes y responsabilidades:

1. Reunirme regularmente con los residentes y personas de negocios dentro de mi area de ronda y enterarme de los problemas de crimen y mantenimiento de orden que conciernen la comunidad.
2. Trabajar con "asociaciones de bloques" y otros grupos de ciudadanos existentes en mi area de ronda para desarrollar programas de prevención del crimen en la vecindad.
3. Donde no existan tales grupos de ciudadanos organizados en el area, trabajaré con personas interesadas en la creación de grupos y en el desarrollo de programas para la prevención del crimen.
4. Conducir programas para la educación pública en la prevención del crimen forjada a las necesidades de la comunidad que sirvo.
5. Conducir inspecciones de las residencias dentro de mi area de ronda, haciendo recomendaciones con relación al mejoramiento de la seguridad.
6. Atender reuniones de "asociaciones de bloques" y otros grupos cívicos dentro del area de mi ronda como representante del precinto.
7. Coordinar mis actividades con las de los demas oficiales de la policía asignados a radio patrulla y anti-crimen en el desarrollo de estrategias para bregar con el crimen y el mantenimiento de orden en el area de ronda.
8. Patrullar mi ronda en una forma que refuerze las vias de comunicación entre los residentes del area y el Departamento de la Policía.

El Programa de Patrullaje a la Comunidad es en adición a los servicios ya proveidos en esta comunidad (radio patrulla, anti-crimen, etc.).

Yo estaré trabajando en su comunidad 5 días cada semana, y me complacería reunirme con usted y discutir problemas del vecindario cuando quiera. Si necesita la policía en una **EMERGENCIA**, continúe llamando al 911. Si no es una emergencia o hayan problemas en la comunidad que le gustaría discutir conmigo favor de llamar al 965-6303; deje un mensaje, y yo llamaré tan pronto pueda. Esta es una línea disponible las 24 horas. Cuando la Oficina de Patrullaje a la comunidad esté cerrada, puede dejar el mensaje en la "máquina."

Mi meta como (Oficial de la) Policía de la Comunidad es el ayudar a organizar los recursos en la comunidad para prevenir y reducir el crimen. Trabajando juntos — la policía y la comunidad — podemos lograr esto. ¡Nos necesitamos!

Sinceramente,

Oficial de la Policía de la Comunidad

72 PCT.



POLICE DEPARTMENT
ONE POLICE PLAZA
NEW YORK, N.Y. 10038

Community Patrol Program




A 72 PCT. POLICE OFFICER HAS
BEEN ASSIGNED TO YOUR
NEIGHBORHOOD!

THE COMMUNITY PATROL IS A
UNIQUE PROGRAM FOR US TO
ASSIST YOUR NEIGHBORHOOD-STARTING A
BLOCK ASSOC., SOLVING QUALITY
OF LIFE PROBLEMS, AND FOSTERING
BETTER RELATIONS BETWEEN THE
POLICE AND YOU!

ANY QUESTIONS? PROBLEMS? OR
SUGGESTIONS? GIVE ME A CALL
OR INTRODUCE YOURSELF TO ME
ON THE STREET.

P.O. STEVEN DeFRANCO

72 PCT.
COMMUNITY PATROL
PROGRAM
965-6303-4

45TH ST BLOCK ASSOC

LOT CLEANUP 84

SAT. JULY 21ST 9 AM *

* A NEW COMMUNITY PARK WILL
BE MADE AT THE CORNER OF
45TH ST. & 3RD AVE.

IN MEMORY OF:

* SAM & NANCY PASTRANA *

COME OUT AND HELP MAKE
THIS A FITTING TRIBUTE TO
THEM!!!

FREE HOT DOGS & SODA !!







POLICE DEPARTMENT
NEW YORK, N.Y. 10038


P.D. 100-101



72ND PGT.

COMMUNITY PATROL PROGRAM
COSTUME

 HALLOWEEN PARTY 

 FOR CHILDREN 14 YEARS OLD + UNDER

* TUES. OCT. 30TH 1984

* AFTER SCHOOL 3:30 TO 6:30 PM

AT: MARIEN-HEIM APTS

4520-4TH AVE

USE 45TH ST PARKING LOT ENTRANCE



FREE
SODA-CANDY
BREAK-DANCING
D.J.
GHOSTS
GOBLINS

PRIZES FOR
BEST COSTUME.

SPONSORED BY:
5TH AVE MERCHANTS ASSOC.
72 PCT COMM. PATROL PROG
MARIEN-HEIM OF SUNSET PK

"WEAR A COSTUME"

CHUCK BISH

'Cop On The Beat' Here

Ward: We'll Improve 'Quality Of Life'

By DAN RICHARDS

Police Commissioner Benjamin Ward, looking over a roomful of young 72nd Precinct officers about to begin foot patrol on beats he once walked himself, told them they were making the cop a part of the neighborhood again.

Ward joined with borough and precinct commanders and local officials to inaugurate the "Community Oriented Police" team of 10 officers assigned to regular sector foot patrol in neighborhood problem spots. The COP team is receiving special training to interact with residents, merchants and community groups in the patrol sector.

Ward, reminiscing about his own days as a foot patrolman in the old 68th Precinct ("hayloft and all"), said that the cop on the beat was an old idea whose time has come again.

"We were involved in a lot more foot patrol work. We were expected to interact with the community to a greater extent than we do now," Ward recalled. "... Our resources would probably be better spent if we built a better relationship with the community. We'd probably lower crime, and we'd certainly know a lot more about what's going on there."

"... This program is an attempt to do that, in an innovative way."

Ward said that the loss of manpower over the years made the development of the 911 system, walkie-talkies, radio patrol and other methods of quick communication necessary.

But ironically, the commissioner continued, electronic communications made the police officer more remote, someone deployed from "One Police Plaza"



Police commissioner Benjamin Ward joins with other top cops and City Councilman Sol Albanese at a brief ceremony inaugurating the 72nd Precinct foot patrol. From left, Precinct Commander Capt. Charles Beehn, Albanese, Ward, Borough Chief of Patrol Robert Colangelo, and citywide Chief of Operations Robert Johnston.

instead of a local precinct.

"It tended to make police service a very reactive service," he said, explaining that a police officer became someone who showed up after incidents occurred. He said that the COP team was an attempt to create a "pro-active" response by a neighborhood police team, rather than a radio dispatcher.

"You're going to find it a much more satisfying style of police work," Ward predicted. "And if it's successful, you will become a model for much of the rest of the city." He said that in particular, the new patrol will make a dent in "quality-of-life" offenses.

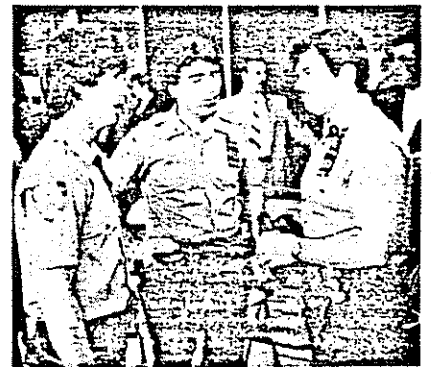
Ward recalled that as a police officer, it was "with great reluctance" that he accepted a radio car assignment from his precinct commander. "I'd much rather be out, interacting with the public, getting to know the people, and getting people to know me."

An innovation in the current pilot program, Ward said, was that officers will work closely with neighborhood civic, block, social, business, and other groups. And, he noted, "I expect that some of you will be instrumental in starting some of those groups up, and getting people interested and involved in policing themselves."

"If it's effective, and does what we hope it can do, perhaps we can expand it to other areas as well," Ward said.

Seeing a few gray hairs among the young officers assembled before him, Ward joked, "It looks like they lowered the age to let you in here—but I'm glad you're young and energetic."

"And we'll be watching you very closely—so that we can use your success and experience in other places. Ward invited City Councilman Albanese to speak, commenting "You fought hard to get us down here." Albanese in turn thanked the commissioner for

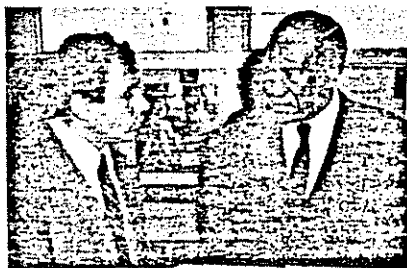


Some of the officers who will be part of the "Community Oriented Police" team chat after the commissioner's "pep talk."

responding to requests and suggestions to bring back the "neighborhood police team."

The pilot program will be monitored by the Vera Institute of Justice, a criminal justice research group. Additional manpower will be added to the 72nd to make up for the officers assigned to the foot patrol.

The commissioner was later asked how soon the program might be expanded to other precincts. He and Vera Institute Associate Director Mike Farrell said that although the program will have a full evaluation in a year's time, a preliminary report will be in "within six months." At that time police brass may consider trying the program elsewhere.



Foot Cop Makes A Comeback—At 72 Pct.

By DAN RICHARDS

The neighborhood police foot patrol officer will be returning to local beats this summer in a special pilot program in the 72nd Precinct.

A contingent of 10 officers will be assigned to regular sector patrol as of July 1 as part of Commissioner Benjamin Ward's "Community Oriented Police" (COP) experiment, similar to one proposed recently by City Councilman Sal Albanese.

The 10 cops will be added over and above the regular manpower levels now at the precinct.

Both the councilman, and a spokesman for 72nd Commanding Officer Capt. Charles Bechm were highly enthusiastic about the return—with some new wrinkles—of the cop on the beat. The foot police will be trained to interact with local block associations and other groups, and to deal with "quality of life" offenses.

FIRST PROPOSED IN THE 68 PCT.

The program was first proposed for Bay Ridge's 68th Precinct, but on the recommendation of the Vera Institute of Justice, a criminal justice think tank, the locale was switched to the 72nd.

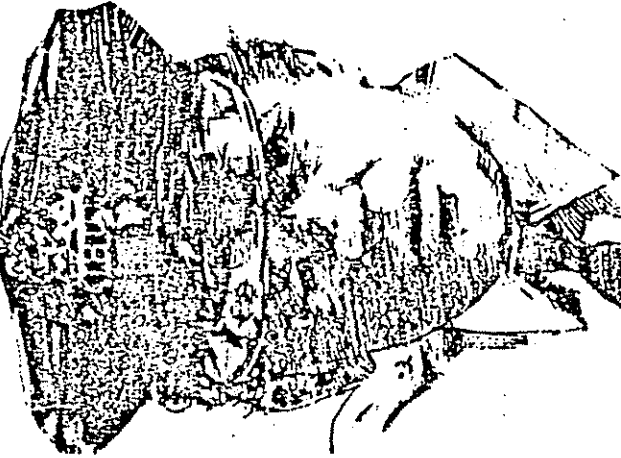
The Vera Institute recommended the 72nd as being more "heterogeneous"—more diverse in ethnic and neighborhood character—than the 68th. The 72nd includes Windsor Terrace and parts of Park Slope along with Sunset Park.

"Although I am disappointed that it was not implemented in the 68th precinct which serves an area entirely within my district, or on a wider scale," Albanese said, "I am very pleased that Commissioner Ward selected a precinct area in west Brooklyn."

Albanese suggested that other neighborhoods might not have to wait too long to see the COP patrol. "I think it will succeed, and I expect to see it implemented throughout the city," he said.

PRECINCT BRASS LIKES THE PLAN

Lt. Pat Brennan, the operations coordinator of the



use. "Naturally, they're not going to go into any extensive investigation of narcotics in undercover work," the officer noted. "But the beer drinker on the corner, the pot smoker on the corner—quality of life conditions—will be the things these officers respond to."

Brennan said that the COP officers will also go into "a whole range of community involvement" including working with—or even helping to form—block associations. They will also be able to advise residents and storeowners about crime prevention both at home and at business.

"There will be 10 crime prevention officers, if you will," Brennan said.

TRAINED IN COMMUNITY RELATIONS

The COP officers will receive training in both community relations and crime prevention.

Brennan stressed that the 10 officers will come from the present complement at the 72nd. They will then be replaced with more officers by borough command. "So they're not going to be new police officers," Brennan said. "And they're going to be picked on the basis of their response and enthusiasm for the program."

"... These 10 officers will have a very positive outlook—because that will be the basic criterion for choosing the officers."

Said Albanese, "The whole Sunset Park area will certainly benefit from this project." He said that the Vera Institute has agreed to closely monitor the pilot program and report on its findings.

Albanese had some further suggestions for the COP program. First, he said that the program could be made more extensive, with more officers assigned to the neighborhood patrols.

He also suggested that in the future, the foot patrols should be augmented by a comparable "steady-sector" motor patrol, in which officers in patrol cars would also be assigned to interact with specific neighborhoods. "I like the foot patrol idea, and I think it's a good one," he said. "But you won't have enough foot patrol officers to put on throughout the city."

72nd, said that the precinct brass were "absolutely, very enthusiastic about it—you might say excited about it."

Brennan said that a sergeant from the 72nd and a sergeant from headquarters were working out the details of the COP patrol. The coordinators are looking at things such as crime statistics, population, and geography to determine where and on what shifts the foot patrol can be best deployed.

Said Brennan, "With the Community Oriented Police, the bottom line is crime prevention, as it is in all patrol work."

To this end, the Brennan said, COP patrol officers will be able to respond to "almost any crime condition," including low-level narcotics arrests for sales or

An old idea, cops on foot, is welcomed

By ROBERT FLEMING

A once-familiar sight on New York streets—the cop on the beat—has returned to several Brooklyn communities in a effort to determine its effect in cutting street crime.

Sgt. Andrew McGoey, who will direct the new program, called "Community Oriented Police," said 10 local cops with more than two years' experience have been assigned to 12-to-15 square-block areas within the Fourth Ave. station area, which includes southern Park Slope, Windsor Terrace, and Sunset Park.

The program, he said, would be reevaluated in two six-month periods by officials of the Vera Institute, a criminal justice "think tank." It was the Vera Institute that proposed returning "the man on the beat."

"THE PURPOSE of the patrols are to be highly visible, with the officers being assigned to their posts for

one year," McGoey noted. "It's impossible for a cop to cover an area that size, but this is a team effort between the police and the community. The community would identify the problem and the officer will help them find a way to resolve it," he added.

Along with assisting the neighborhoods form senior citizen escort groups and block-watching patrols, the officers will concentrate on quality-of-life crimes, said Michael Ferrell, of the Vera Institute. He added that the program came out of research done by organizations comparing the New York City Police Department with other departments throughout the nation.

"I THINK THE program will be a success because the real problem is quality-of-life in the city," Ferrell said. "The police alone cannot recapture the streets without community support."

Community Board 7 District Manager Frank Marchiano expressed high hopes for returning police officers to the streets, allowing them to know the community residents first-hand.

"This will be a wholly different approach in that we have never had police officers on the beat interacting so closely with the people," he said.

"They're making themselves known, giving those in the community a direct number to reach them at the precinct. I feel that they will have a real impact on crime."

IF THE PROGRAM works in the precinct, police say they will try it in other areas throughout the city. And the new neighborhood cops believe that it is a crime-fighting effort that cannot fail because it forms a close bond between police officer and citizen in a novel way.

New Foot Patrols In 72nd Precinct

By ALAN BREZNICK

A pilot program that puts cops back on regular foot patrols has been launched in the 72nd Precinct in Windsor Terrace, Sunset Park and southern Park Slope.

Under the program, known as "Community Oriented Police," 10 local cops with two or more years experience have been assigned 10- to 20-square-block areas to cover throughout the large precinct. The program calls for the cops to stick to those daily eight-hour patrols despite manpower needs in other parts of the precinct or borough. The 72nd will receive 10 rookies from the Police Academy's new graduating class to replace the cops in their old patrols.

Officials explained that the program is designed to bring back the famed neighborhood cop of yesteryear. Under the direction of Sergeant Andrew McGoey, program officers will walk the streets, visit neighborhood shops, attend community meetings and mingle with residents. This way, the theory goes, they will get a much better feel for the neighborhood and its problems and keep in closer touch with the citizens they're trying to protect.

"We think it's a landmark in cooperation between community groups and police patrols," said Charles Helman, director of neighborhood services for the Citizens Committee of New York City, one of the groups involved in the program. He said the program will encourage cops to be "intelligent" and "creative" in dealing with the community.

Community Board 7 District Manager Frank Marchiano said the 72nd Precinct was picked for the program because of the diversity of neighborhoods that it covers, from the very quiet sections of Windsor Terrace to high crime sections of Sunset Park. Police officials hope to try out the program in other precincts as well and possibly go citywide with it at some point.

The Citizens Committee is conducting community

(Continued on Page 13)

New Foot Patrols

(Continued from Page 1)

training sessions for the participating officers, as well as providing links to block associations and other groups. The program will be monitored and evaluated by the Vera Institute of Justice, a criminal justice think tank; the Police Department itself and City Councilman Sal Albanese's office. Albanese's district takes in a portion of southern Sunset Park in the 72nd Precinct area and the councilman has pushed for a "neighborhood police team" program since last December.

Training began on June 18 and the program is slated to go into full swing by July 1. Two posts are planned for Windsor Terrace — one, reportedly, near Green-Wood Cemetery around Vanderbilt Street, Seeley Street and Greenwood Avenue and the other between Prospect Park and Prospect Avenue around Tenth and Eleventh Avenues. The South Slope post will cover 17th Street through 25th Street between Fifth and Seventh Avenues.

Officials said these sector areas may be expanded as the cops become more familiar with their beats.

New 72nd Precinct Foot Patrol Program Now Underway

The Police Department's new Community Patrol Program has gone into full swing in Windsor Terrace, southern Park Slope and Sunset Park after weeks of set-up and training.

Under the one-year pilot project, nine 72nd Precinct cops with two or more years of experience on the force are back on the street walking regular beats of 12 to 15 square blocks. The idea of the program is to put the police and community in much closer touch with each other, just as in the good old days of the fabled neighborhood cop. If successful in the 72nd, officials hope to expand the program quickly throughout the city in time for Mayor Koch's expected run for re-election next year.

Sergeant Andrew McGoey, the seven-year veteran directing the program, said his cops started regular daily patrols during the week of July 9. Each officer patrols his or her beat for eight and a half hours in the late morning, afternoon and early evening, although the hours may vary from post to post. In contrast to usual police procedure, the program calls for them to stick to those posts despite manpower needs in other parts of the precinct or borough.

McGoey said two of the nine posts are in Windsor Terrace and a third is on the Slope/Terrace/Sunset Park border. Officer Victor Emovi is responsible for the first post, which takes in the area bordered by Prospect Park West, Prospect Avenue, Terrace Place and Prospect Park Southwest.

Officer Jack Cambria is handling the other Windsor Terrace post. He's in charge of the territory bounded by Terrace Place, East 5th Street, Caton Avenue and McDonald Avenue.

On the fringe of the three neighborhoods, Officer Joanne Budd is watching over the area outlined by Fifth Avenue, 17th Street, Seventh Avenue and 23rd Street. All of the officers and posts are in addition to the 72nd Precinct's normal complement of cops and foot patrol beats.

