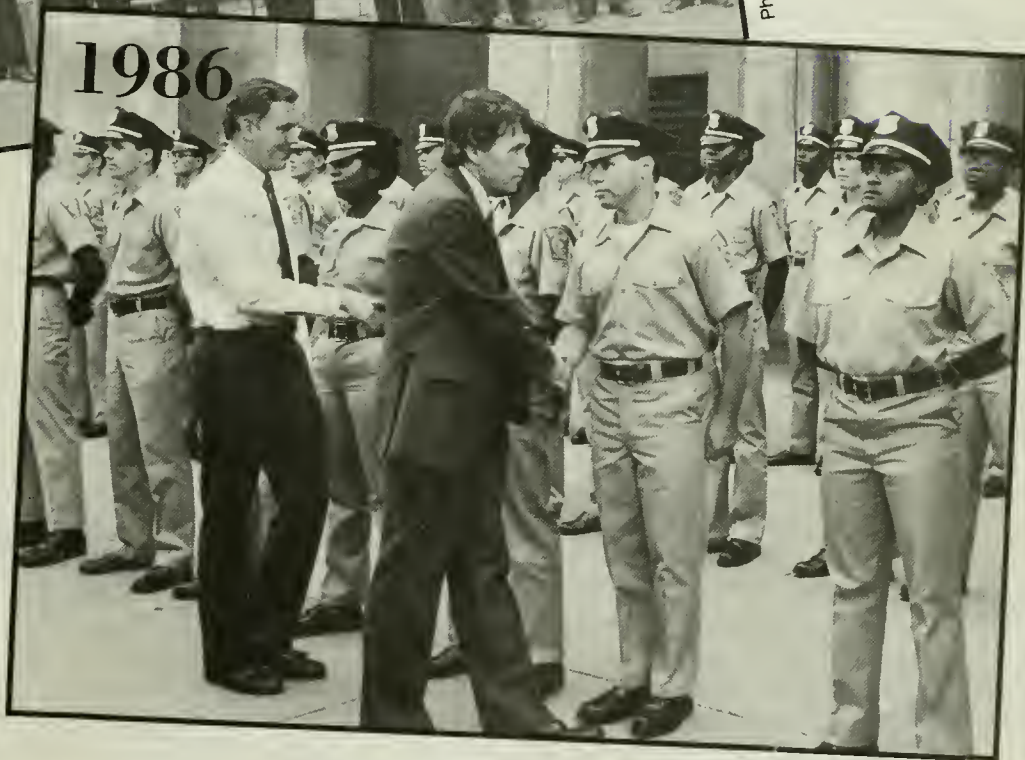


# A Report to the People of Boston



Photo Courtesy of: THE BOSTONIAN SOCIETY



Raymond L. Flynn  
Mayor of Boston

Francis M. Roache  
Police Commissioner

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# LETTER FROM THE COMMISSIONER

*Police Commissioner Francis M. Roache*

*Francis M. Roache has been with the Boston Police Department for the past eighteen years. He began his career as a patrol officer and worked his way up to Lieutenant, the rank he held until he was appointed Commissioner in February of 1985. Commissioner Roache was also the first Commander of the Community Disorders Unit, formed in 1978. Commissioner Roache is only the second member of the uniformed force to rise to that rank. He is highly regarded on the national police scene as an innovative police administrator who combines traditional police management theory with progressive community-based policing.*

***“My goal in these two years has been to return the Department to the neighborhoods, while restoring professionalism and modernizing our equipment.”***



**DEAR RESIDENTS  
OF BOSTON:**

I am pleased to present this progress report covering my first two years as Commissioner of the Boston Police Department.

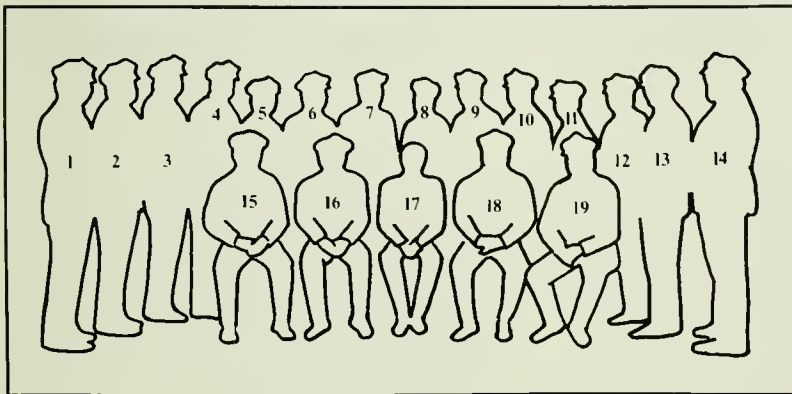
My goal in these two years has been to return the Department to the neighborhoods, while restoring professionalism and modernizing our equipment.

This report provides an overview of the new police stations in the neighborhoods which have been completed or are under construction — a total of six new or renovated stations which had been closed by Proposition 2 1/2. The report also portrays the rigorous training our recruits must complete before becoming Boston Police Officers. These young men and women will one day comprise 76 percent of the Boston Police Department — a department which will be one of the youngest and best trained in the nation. Technological ad-

vances and new equipment, designed to speed police services to your neighborhood, are described within this report. Most importantly, I hope this report will convey to you the values and standards of the Boston Police Department. I encourage you to attend the Police Department Community Meetings held regularly in your neighborhood. Furthermore, I urge you to develop a relationship with the officers working in your neighborhood — they are anxious to make a real difference in your community.

I want to express my appreciation for the kindness, patience, and support that you have accorded me personally and the majority of Boston Police Officers in reaching our goal. We will continue to be dedicated to serving you and your families with the respect and dignity you deserve.

# COMMAND STAFF



*Back Row, Left to Right: 1) Deputy Roy Hechavarria, 2) Deputy Edward Eager, 3) Deputy Paul Bankowski, 4) Deputy Maurice Flaherty, 5) Deputy William Celester, 6) Deputy Edward Walsh, 7) Deputy Willis Saunders, 8) Deputy Ann Marie Doherty, 9) Deputy Joseph Saia, 10) Deputy Robert Hayden, 11) Deputy Arthur Morgan, 12) Deputy Ronald Conway, 13) Deputy Joseph Dunford, 14) Deputy James Claiborne*

*Front Row, Left to Right: 15) Superintendent Albert Sweeney, 16) Superintendent Paul Evans, 17) Commissioner Francis M. Roache, 18) Superintendent John Gifford, 19) Superintendent Joseph Carter.*

*Not Pictured: Peter Welsh, Director, Bureau of Administrative Services, and Deputy Superintendent Robert O'Toole*

# OVERVIEW



## REBUILDING THE FORCE

The Boston Police Department is committed to an aggressive program of rebuilding by increasing its uniformed strength, insuring that new officers are given the best training possible, and re-establishing a chain of command through timely promotions and supervision of personnel.

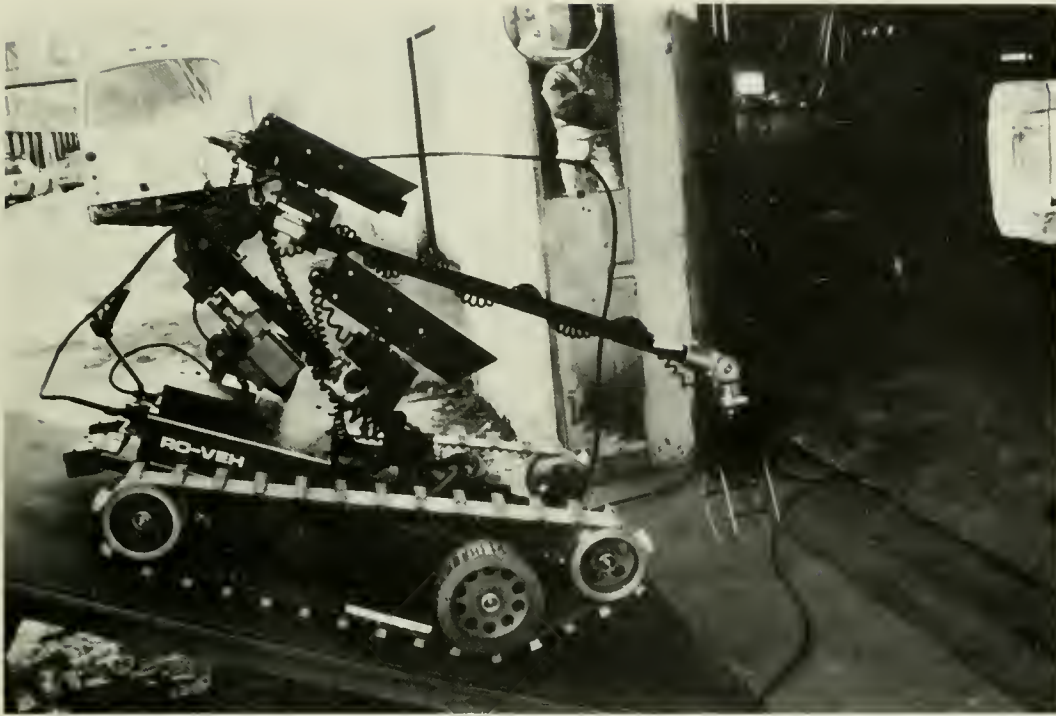
The Department is at a crucial point in time. It is estimated that over the course of the next eight years, nearly three-quarters

of the force will be replaced. During this period, the Department will make the transition to a force which is younger, more diverse and which reflects the changes that have occurred in the City and in law enforcement. Even as retiring officers are replaced the Department is striving to make gains in its numbers of sworn officers. During this transition, the Department will out of necessity give increased attention to the training and supervision of personnel.

## A RETURN TO THE NEIGHBORHOODS

Re-opening neighborhood police stations is just the beginning of an aggressive program to improve the manner in which the Boston Police Department interacts with and serves the neighborhoods. The Boston Police Department is committed to the development of local Crime Watches, to cooperation with civic associations and neighborhood groups, and the important work of reaching out to the schools to prevent drug abuse.

Most importantly, the Department is developing a new field deployment plan that is centered on the City's neighborhoods. Convinced that successful policing is dependent on community relationships, the Boston Police Department will re-orient its deployment to develop and sustain long-term contact between the patrol officers and Boston's neighborhoods.



The effectiveness of a police department depends not only on its personnel but also on the equipment necessary to do the job. Technological advances have the potential to increase the effectiveness of the department in a variety of ways by improving the quality of routine patrol, expediting information needed for criminal investigation, decreasing emergency response time and increasing the average life-span of departmental equipment.

The Boston Police Department has taken steps to implement an Enhanced 9-1-1 System which would permit automatic telephone number identification and location on incoming emergency calls. A new companion computer-aided dispatch system

A good organization must be able to meet today's challenges and to predict tomorrow's. To do this, it may be necessary to streamline, reorganize, and recognize when a structure no longer functions well.

The Boston Police Department has undergone just such a reorganization. The Command Staff has been reduced to 19 from its previous complement of 29. Two new bureaus have been established: the Bureau of Professional Standards and the Bureau of

will upgrade and support aspects of deployment, record-keeping and communications. A pilot program of Mobile Data Terminals will enable officers on patrol to tap into computer files with inquiries such as outstanding warrants and stolen vehicles. The Boston Police Department will also participate in an Automatic Fingerprint Identification System.

The Department is also making "low tech" improvements which impact on officers every day. Every officer has been issued a radio and a protective safety holster. A regular program of fleet replacement and preventive maintenance has been instituted and is already improving availability and reliability of departmental vehicles.

Neighborhood Services. A third, the Bureau of Administrative Services is now headed by a civilian and charged with increased responsibility. Four key units have undergone expansion and intensive restructuring. They are the Operations Unit, which is headed by the Department's first female Deputy Superintendent, the Drug Unit, the Sexual Assault Unit, and the Hackney Unit.

## **UPGRADING TECHNOLOGY AND EQUIPMENT**

## **RESHAPING THE DEPARTMENT**

# REBUILDING THE FORCE

## NEW OFFICERS

Mayor Flynn and Commissioner Roache are committed to the development of a strong police force. In just the past two years, working aggressively to refill positions vacated through attrition, the Boston Police Department has put 326 new police officers on the street. This past November the Department appointed an Academy Class of 160 recruits. Another class of 75 is scheduled for July of 1987.

The Boston Police Department has made a firm and unequivocal commitment to building a Department which accurately reflects the diversity of this City. This has been demonstrated in an aggressive minority hiring rate. Of the 199 recruits graduated from the Academy in 1985 and 1986, nearly 45 percent were minority. As of

January 1987, the patrol force includes 385 Black officers, 50 Hispanic officers and 10 Asian officers bringing the cumulative minority officer share to 20 percent of the patrol force.

Women currently constitute over 6 percent of the sworn personnel. This number continues to rise as recruitment efforts attract more women. During 1985 and 1986, 22 percent of the officers graduating from the Police Academy were women. Equality of opportunity extends to the highest ranks of the Department where we boast the first female Deputy Superintendent in the Department's history and among the recently promoted Sergeants, 18 percent were female.



## A STRENGTHENED CHAIN OF COMMAND

In June 1985, the Boston Police Department administered the first Sergeant's examination since February 1978. As a result of this examination, the Commonwealth's Department of Personnel Administration produced a certified list of officers eligible for promotion to the position of Sergeant. From the list, 65 officers have been promoted. In total, there are now 190 Sergeants in the Boston Police Department, all of whom hold permanent rank.

Where previously there was only one Black officer with the permanent rank of Sergeant, there are now 19 minority officers — 15 Black, 3 Hispanic, 1 Asian. Where previously the department had only 3 women holding permanent rank of Sergeant, today this number stands at 10.

Training to become a police officer has changed over time to reflect the complexity of our society. At one time, training could be covered in twelve weeks. Today, the work encompasses a demanding course of study which barely fits into a twenty-week program. The course work is highly technical, and blends criminal, constitutional, motor vehicle and municipal law with a

battery of police sciences (e.g. firearms, report writing, defensive driving, water safety, first aid). The program includes a grueling regimen of physical training, and a host of social and psychological issues including ethics, decision-making, domestic violence, suicide, and hostage negotiation.

## IMPROVED TRAINING



Throughout their career in the Department, officers and civilian employees will receive ongoing training and in-service sessions. Complementing these programs are a variety of external training opportunities which are made available to the staff. These pro-

grams and seminars, along with collaborative programs developed with Northeastern University and the University of Massachusetts/Boston, help the Department to keep up with changing regulations, policing methods and community needs.

## IN-SERVICE TRAINING



# A RETURN TO THE NEIGHBORHOODS

## REOPENED NEIGHBORHOOD STATIONS

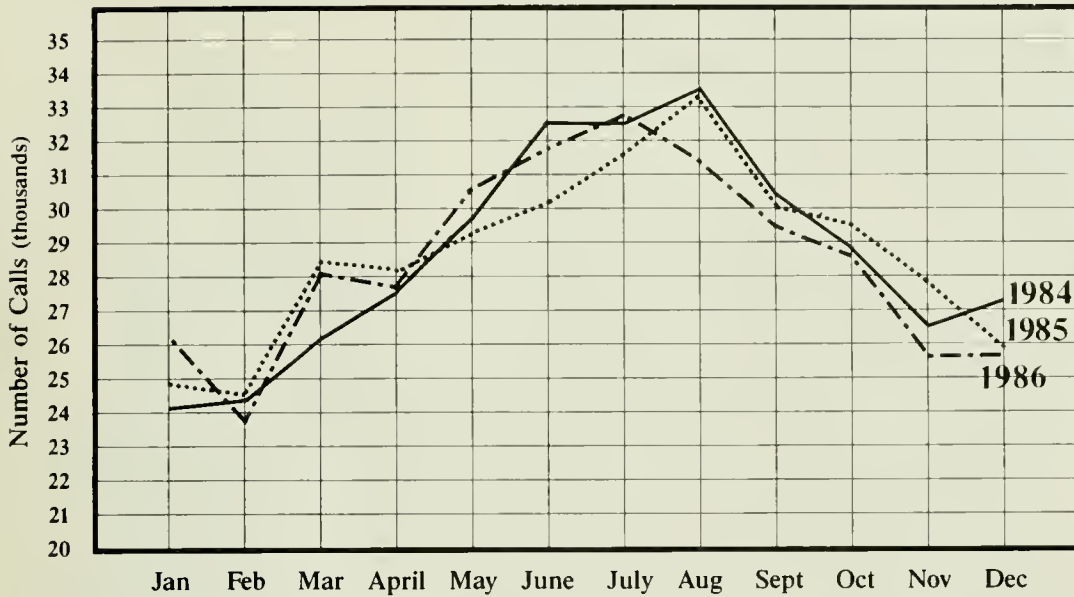
On Saturday, October 18, 1986 the Brighton Neighborhood Police Station — District D14 reopened. This marked the first of six such events where neighborhood police stations, closed as a result of Proposition 2 1/2 are being reopened. East Boston — District A7 will reopen on June 27, 1987. Mattapan — District B3 will reopen in the winter of 1987. Construction will begin in the near future in Jamaica Plain — District E13 and South Boston — District C6.

hood stations is an important step in renewing the partnership between the city and the neighborhoods and between the police department and the community. These stations will include permanently assigned patrol officers and district detectives, along with command and supervisory personnel. These stations will also include accommodations for housing prisoners, a vehicle pool for patrol and investigative services, as well as a data and voice communication network.

Having long been a concern of neighborhood residents, the reopening of neighbor-



## Calls for Service



*“For well over a decade, the Department has developed its patrol or deployment plans based upon workload analysis of 9-1-1 calls for service, particularly with great emphasis on rapid response to emergency calls for service. Unfortunately, this management oriented and analytical response to policing the neighborhoods of the City failed to increase public satisfaction. The new deployment plan, when implemented, will greatly improve our ability to respond to calls for service.”*

The Commissioner is convinced that the Department cannot afford to be perceived as independent and alienated from the citizens and the neighborhoods. He has sought to design a deployment system in which the police interact with people of the neighborhoods while learning about their frustrations and listening to their concerns, all the while alert to any information that might help to solve a crime, or better yet, predict and prevent a criminal undertaking.

While the reopening of the neighborhood police stations is the primary and most visible component of this project, the new plan will revolve around two concepts of policing: Differential Response and Sector Integrity.

Differential Response utilizes state of the art technology to prioritize and dispatch calls.

Aided by a new classification system of incoming calls and the development of service options, the Department will have the ability to manage its force in a more pro-active manner. Sector Integrity assigns and holds officers to sectors in their patrol area. Coupled with Sector Integrity, Differential Response will result in the return of the “neighborhood cop”. Police patrol will become a more preventive and focused exercise than it is under the current Rapid Response plan where patrols are primarily reactive. The norm will be toward managed patrol allowing the patrol officer and the community to establish a relationship, build trust, and learn more. Of course emergencies will always receive an immediate response.

### NEW DEPLOYMENT PLAN



**A COMMITMENT  
TO EDUCATION  
AND PREVENTION**

“The Police Department, under Commissioner Roache, has worked to move beyond enforcement to the important agenda of education and aim at prevention:”

**SPECDA (SCHOOL  
PROGRAM TO EDU-  
CATE AND CONTROL  
DRUG ABUSE)**

SPECDA is an eight-week, drug-abuse prevention program in which children in the fifth and sixth grades learn about peer pressure, consequences of drug abuse, and positive alternatives to drug use. It also provides accurate information about legal and illegal drugs and their effects. This program, modeled on the SPECDA Program in New York City, is particularly effective in that it is a team effort taught by a uniformed police officer and a school faculty member.

**PAL (POLICE  
ATHLETIC LEAGUE)**

PAL is patterned on the success of programs which have operated in major cities and towns for over fifty years. The program's goal is to reduce juvenile crime in local neighborhoods. The program has enjoyed some great successes including the development of neighborhood youth athletic competitions and activities sponsored by the Boston Police Department, which are staffed by volunteer officers.



**HANDGUN  
CONTROL**

In recognition of the escalation of handgun violence in our streets and schools, the Boston Police proposed a series of initiatives to representatives of law enforcement agencies from around the state and community groups in Boston. With the support of these individuals and neighborhood organizations, the Boston Police Department has launched a three-pronged attack aimed at reducing handgun violence in Boston. The approach involves:

- 1.) Legislation before the Massachusetts Legislature which would provide further penalties for the use of firearms in the commission of a drug-related or violent crime.
- 2.) Diligent enforcement of the laws already on the books.
- 3.) Education programs in cooperation with the SPECDA program aimed at school children and education aimed at adults through the Crime Watch Program.

Throughout 1986, the demand from the neighborhoods of Boston for the services offered by the Neighborhood Crime Watch Program has increased. Working with a wide variety of neighborhoods and groups representing diverse racial, ethnic and socio-economic backgrounds, the Bureau of Neighborhood Services has been extremely effective in this effort.

Working closely with community groups and the Neighborhood Justice Network, the Department has had a number of neighborhood victories. Many of these efforts have yielded tangible proof of the value of partnerships for crime prevention. Specifically:

## EXPANDED CRIME WATCHES



*In Jamaica Plain, the School Street Crime Watch working with a special Boston Police task force reclaimed the street from drug dealers.*

*In Dorchester, the Westville and Dahlgren Street Crime-watches working with the Area C anti-crime units were successful in the arrest of a burglary suspect who had committed more than 200 house breaks in their neighborhoods.*

*In Roxbury, the Madison Park Crime Watch working with their Community Service Officer, Area B anti-crime units and the Bureau of Neighborhood Services were successful in the arrest of a person suspected of terrorizing the neighborhood and breaking into a number of homes.*

*In Mattapan, the Halborn Street Crime Watch, working with their Community Service Officer was successful in the arrest of a person suspected of breaking into dozens of homes in the area.*

*In Dorchester, a special anti-crime hotline was established in the Fields Corner/Ashmont area, to aid twenty-five established crime-watches.*

*Citywide, the crime watches have provided numerous tips to the Drug Unit, the Community Disorders Unit and the District Commanders. These tips, which have pro-*

*vided valuable investigative leads or information have enabled the Police Department to take preventive measures.*

# UPGRADING TECHNOLOGY AND EQUIPMENT

*The Department has made a sizable investment in upgrading equipment and introducing the benefits of new technology to the Department. During the past two years, over \$3.5 million has been spent on equipment ranging from the purchase of radios for every officer to the development of a new, multi-million dollar Enhanced 9-1-1 System.*



## **ENHANCED 9-1-1 COMPUTER-AIDED DISPATCH OF OFFICERS**

The "9-1-1 System" is perhaps best described as the point of contact for citizens experiencing an emergency and the public safety agencies charged with their protection. The function is, at first glance, relatively straightforward. It is an easily remembered three-digit phone number through which calls for help are funneled and public safety resources are dispatched.

The 9-1-1 system is, however, much more than computers, telephone operators and dispatchers. Representing to many, the best, if not the only, point of access connecting the average citizen to the City's public safety resources, the 9-1-1 system has enormous impact both in terms of public safety response and public peace of mind.

Recognizing the importance of this aspect of Boston's public safety system, the Mayor and the Police Commissioner established a Blue Ribbon Committee to examine Boston's emergency response system,

determine problem areas and recommend improvements. The 9-1-1 Committee, comprised of neighborhood residents, public officials, business executives and academics, developed a series of recommendations which were approved by the Mayor and are being implemented by the Police Commissioner.

Now being put in place is one of the most important recommendations made by the Commission: the purchase and implementation of a new 9-1-1 system called Enhanced 9-1-1 or E9-1-1. Employing advanced technology, the E9-1-1 system immediately displays the caller's address and telephone number. This enables calls to be successfully answered by people who cannot provide their address due to a language barrier, a medical condition, age, fire, or other circumstances. Another innovation of the E9-1-1 system will enable the Department to call back to verify a call or to receive additional information.

One of the most exciting areas of technological improvement is in computerized mobile data terminals. Mobile Data Terminals or MDT's will test the ability of new technology to assist the officer on patrol. The Department will pilot their use, installing keyboards and digital display screens in thirty vehicles. This technology will enable officers on patrol to communicate instantaneously with computer files containing

At the point that Commissioner Roache took command of the Police Department, there had not been a vehicle purchase since 1983. The fleet of nearly 600 vehicles was in disrepair and the ability of the patrol force to function was impaired. Because of their expertise in fleet management, the Commissioner turned to the New England Telephone Company requesting an in-depth report and a set of recommendations regarding the state of the Department's fleet replacement and repair program. The New England Telephone Company completed this pro bono project in the spring of 1985. The report has served as the basis of a major initiative to improve the number of units available and the reliability of those in use.

such information as stolen vehicle records and outstanding warrants. This will provide officers with needed information more quickly and reduce traffic on the Department's airwaves. In the future, applications will include information about past criminal activity in specific areas, hazardous conditions (e.g. stored chemicals, explosives), and communication links with other law enforcement agencies.

## **MOBILE DISPLAY TERMINALS**

To insure that the Department does not once again find itself with an outmoded fleet, the Bureau of Administrative Services has moved to a scheduled vehicle replacement program. During the period of FY85-FY87 the Department purchased 284 vehicles at the cost of \$3,356,200. Currently 68 percent of the vehicles permanently assigned to the patrol force are either 1985 or 1986 models. The goal, which is close to being met, is that one-third of the marked vehicle fleet will be replaced each year, resulting in a situation where no vehicle is more than three years old.

## **FLEET MANAGEMENT**



Increasingly, technological advances are aiding police in the area of criminal investigation. In Boston, the Department has recently introduced a departmental ballistics computer which keeps records of firearms' issues, licenses, and weapons used in crimes. This tool enables the Department to do background checks on weapons, as well as individuals, and to discover whether a particular weapon has been involved in more than one crime.

The Boston Police Department will be one of the first agencies to participate in the new Automatic Fingerprint Identification System. This system permits the Department to make much more effective use of fingerprints in investigating and solving crimes.

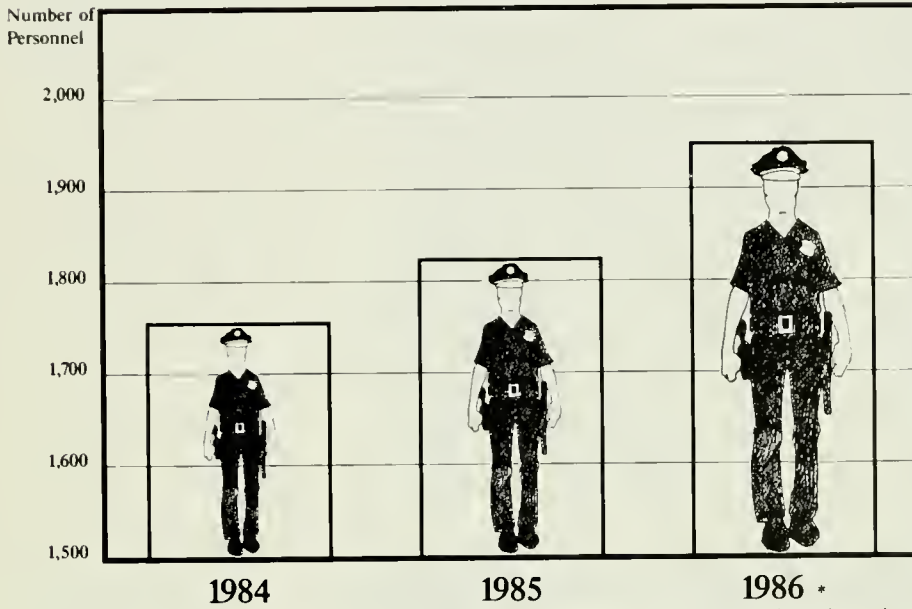
## **INVESTIGATIVE TOOLS**

# RESHAPING THE DEPARTMENT

Upon taking office, Commissioner Roache conducted an extensive review of the Department's command personnel, organizational structure and resource allocation. During the course of his first two years as Commissioner, the Boston Police Department has altered its shape to incorporate new bureaus, while putting additional funds and manpower into the operation of

others. The Command structure has been streamlined and functional areas have been more clearly defined. The result has been an increase in responsiveness to the community, improved performance in key public safety areas, and a structure which can take the Department into its next phase of rebuilding.

## Man Power



*"There has never been a more opportune time, in the history of the Department, to remove the barrier that has existed between the police and the neighborhoods. Why? Because this City is feeling good about itself. There is a sense of pride in the richness and diversity of our City — and we, the police, are making strides in communicating with the public."*

## FIELD SERVICES

The Bureau of Field Services is the Bureau responsible for the patrol and delivery of police services to Boston's neighborhoods. When a resident dials 9-1-1, files a report, receives a moving violation, or is involved in a crime, the Bureau that he or she will come in contact with is that of Field Serv-

ices. Charged with the command of police personnel assigned to the neighborhood areas, the Bureau also manages the Team Police, Special Operations and the Operations Division. Simply put, Field Services is the front line of the Boston Police Department.



- Area A**  
 District 1 40 New Sudbury St., Boston, MA  
 District 7 69 Paris St., E. Boston, MA  
 District 15 City Square, Charlestown, MA
- Area B**  
 District 2 135 New Dudley St., Roxbury, MA  
 District 3 1163 Blue Hill Ave., Mattapan, MA
- Area C**  
 District 6 100 W. Broadway, S. Boston, MA  
 Detectives 273 "D" Street, S. Boston, MA  
 District 11 11 Gibson St., Dorchester, MA
- Area D**  
 District 4 7 Warren Ave., South End, MA  
 District 14 301 Washington St., Brighton, MA
- Area E**  
 Area E 1708 Centre St., W. Roxbury, MA  
 District 5 1249 Hyde Park Ave., Hyde Pk., MA  
 District 13 3345 Washington St., J.P., MA

The Bureau is organized into five policing areas which divide the City geographically: Area A, encompassing East Boston, Charlestown, the North End, Beacon Hill and Downtown; Area B, consisting of Roxbury, Mattapan, and parts of Dorchester; Area C, comprised of Dorchester and South Boston; Area D, covering South End, Back Bay, and Brighton-Allston; and Area E, which includes West Roxbury, Jamaica Plain, Hyde Park, Roslindale, and Readville. Diverse in terrain, population, concerns, and size, these boundaries serve to delineate Area Command.



The largest change in the Department's policing will occur when the new deployment plan is fully operational. However, changes and improvements have already been instituted. Neighborhood stations are reopening and Rapid Response units have been returned to the five Area Commands, bringing additional resources to the neighborhoods.

Preventive patrols have been put into place also. In the past, alterations in staffing patterns were made seasonally. Now, the Department responds quickly to signals of neighborhood difficulty, allowing police officers to move into a preventive position immediately.

This citywide patrol has primary responsibility for the policing of public housing developments in the City. Despite the loss of \$1.6 million in federal funding which originally underwrote this activity, the Department has continued to fund the program.

**COMMAND AREAS**

**TEAM POLICE**

## **SPECIAL OPERATIONS**

Historically, the Special Operations Division, incorporating the specialized units of Mobile Operations Patrol, Canine, Explosive Ordinance, Threat Management, Hostage Negotiation, Harbor Patrol, Technical Services, Dignitary Protection and Hazard-

ous Enforcement has served an emergency response role within the Department. Today, this Division has shifted to a more preventive role with increased activity in areas such as traffic control.

- The Mobile Operations Patrol Unit (MOP) has increased activities in the area of traffic enforcement with the continuation of Project S.T.E.P. (Selected Traffic Enforcement Program). The goal of these efforts is to improve traffic flow in the City. This past year, the Boston Police Department issued 147,656 citations for moving violations and other traffic-related misdemeanors, an increase of 39 percent over last year's activity.
- The Threat Management Unit and the Hostage Negotiation Team have been aided by new equipment purchases, including barrier trucks, video units, ballistic shields and a new specialized robot which is sent into hostage situations in which police personnel are physically endangered.
- The Explosive Ordinance Unit now includes the most up-to-date bomb transportation and detection devices. In conjunction with Natick Labs, the Boston Police Department has developed and implemented the use of new bomb suits to better protect Explosive Ordinance Personnel.
- The Dignitary Protection Unit, called to protect an average of two to three dignitaries each week, serves the needs of the international city that Boston has become.
- The Hazardous Material Enforcement Unit is responsible for the removal of hazardous waste from areas within the City. This past year, they worked with the neighborhoods of Dorchester and Roxbury to remove poisonous materials which had been easily accessible to children.
- The Mounted and Canine Units serve Boston and the vicinity in searches for missing children and adults. Exemplary in their work, these two Units have trained similar units throughout the New England area and serve as role models for newly organized units across the country.
- The Harbor Patrol, handling crime investigation and patrol in the Boston Harbor, now includes fifteen to eighteen scuba divers who are equipped with the most up-to-date underwater technology. The addition of a new boat and equipment such as an aquatic sled, has enabled the Department to achieve safe and successful arrests of over 100 drug offenders operating in Boston Harbor.

## **OPERATIONS DIVISION**

The Operations Division is the communications center for the Bureau of Field Services. Operations receives emergency calls for service, determines the proper response for such calls, and directs the deployment of rapid response units. Receiving nearly one million calls each year, the Operations Division is staffed by dispatchers and operators who work around the clock to provide the emergency connection between the caller in distress and the police officer on patrol.

As a result of recommendations of a Blue Ribbon Committee formed to review the City of Boston's emergency public safety response system, the Operations staff has been increased and has received the benefit of an extensive pre-employment and in-service training program. Also following on the recommendations of the Committee, the Department has worked to reduce thousands of unnecessary calls received each year, promoting instead the alternative 725-4500 number for calls which do not require a police response.

# NEIGHBORHOOD SERVICES

*“The Bureau of Neighborhood Services will play an important role in terms of pulling together citizens from every neighborhood in the city to work with us in forging a new relationship based on mutual respect.”*



Established in May of 1985, the Bureau of Neighborhood Services is concerned with crime prevention and the victim of crime. The Bureau is responsible for the following: monitoring of civil rights violations, crime prevention and intervention. The Bureau includes units which focus on: Victimization, Domestic Violence, Senior Response, Victim-Witness Assistance, Community Disorders, and Crime Prevention.

The Domestic Violence Unit is charged with reducing the number of assaults and homicides that often occur in domestic situations. Arrests, counselling and issuance of restraining orders are the primary weapons in the Unit's arsenal. In the past year, over 2,300 restraining orders were issued to curb domestic violence and several arrests were made.

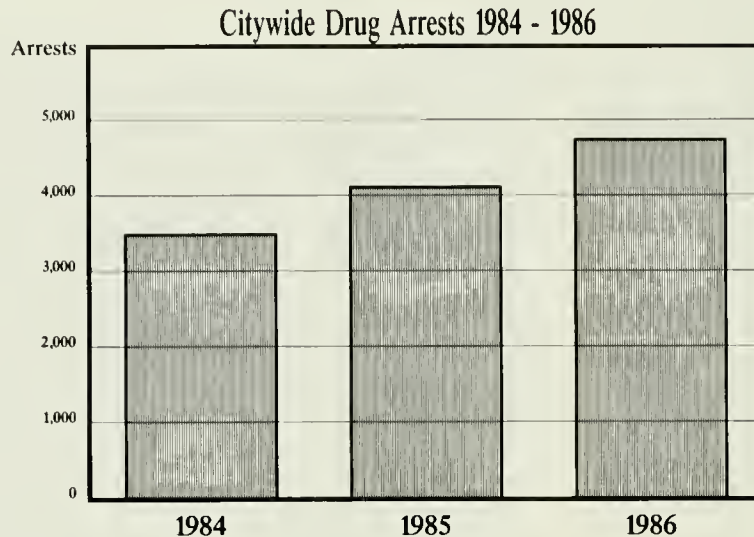
The Victim/Witness Assistance Unit is responsible for handling the physical, emotional, social and legal needs of violent crime victims and witnesses.

Selected as a national pilot program by the National Organization of Black Law Enforcement Executives, Boston's Unit has received invaluable technical assistance in developing a program which aggressively reaches out to support victims and witnesses. During this past year alone the Unit worked with 150 individuals.

The Community Disorders Unit investigates and takes action when a citizen's rights may have been infringed upon by violence, threat or harassment. In existence since 1978, the Unit has been highly successful and is nationally renowned. In the past year the Unit has been able to reduce tensions in several neighborhoods through the use of surveillance, field interviewing, neighborhood cooperation, restraining orders and arrests. Since 1978, the number of repeat incidents investigated by the CDU has decreased from 50 in 1978 to only 3 in 1986.

# INVESTIGATIVE SERVICES

*"The Boston Police Department is entering a new era of investigative work where the amazing potential of new technology will be applied to the problems of crime detection and solution."*



The Bureau of Investigative Services is charged with the responsibility of conducting investigations into criminal offenses, and seeks to identify, apprehend and aid in the prosecution of individuals who have broken the law. Comprised of three divisions, Criminal Investigations, Intelligence and Technical Services, the Bureau has undergone major operational changes during the two-year period that Commissioner Roache has commanded the Department.

In response to the public's concern, the Bureau has focused on drug enforcement

and sexual assault investigations and pursued a new, more collaborative approach with other law enforcement agencies operating at the state and federal levels. In the last two years, under Commissioner Roache, the Boston Police Department has reached out to work with these agencies, improving the Department's investigative capability and developing excellent working relationships with the federal Drug Enforcement Agency, the F.B.I., the State Police, and the Organized Crime Strikeforce, to name a few.

## CRIMINAL INVESTIGATIONS

Incorporating a number of investigative units, the Criminal Investigations Division has been an area where the Commissioner

has been able to increase staffing to target particular problems of concern to the City.

- **Drug Unit** — Since February of 1985, the Drug Unit has steadily grown from 28 officers to 60 officers. Training for drug investigators has been expanded to include officers and detectives not assigned to the Drug Control Unit. The results have been rewarding. Arrests for 1985-1986 have more than doubled, compared with arrests made in 1983-1984.
- **Sexual Assault Unit** — One of the most significant changes within the Criminal Investigations Division occurred with the establishment of the Sexual Assault Unit which began in July of 1984. Headed by a Lieutenant and staffed with eleven officers, this unit works to prevent, educate and intervene in, as well as solve sexual assault crimes.

# PROFESSIONAL STANDARDS



*“Though some will find this hard to understand, the newly established Bureau of Professional Standards is the Bureau which will, over time, restore integrity, bring back discipline, and ultimately raise morale.”*

Commissioner Roache established the Bureau of Professional Standards with a strong conviction that members of the Boston Police Department have a responsibility to police themselves and to conduct themselves in a professional manner, which is above reproach. Rather than relying solely on the tools of investigation, the Bureau has worked to promulgate rules and regulations which clarify the standards of conduct for Department personnel.

The Bureau of Professional Standards consists of three divisions: Internal Affairs, Staff Inspection, and Anti-Corruption. The Internal Affairs Division is responsible for the departmental disciplinary process, including investigation of complaints of police misconduct and recommends disciplinary action for rules violation. In the last two years, the Internal Affairs Unit has focused its attention on reducing complaints from the public and raising the Department’s standard of service to the community.

The Staff Inspection Division is responsible for the evaluation of performance, the relevance and adequacy of Rules and Regulations and the development of recommendations for change. This Division performs periodic inspections of units and areas to assess the level of performance, staffing and needs.

The Anti-Corruption Division investigates and prosecutes corruption in the Department. The Anti-Corruption Unit has been and will continue to be, responsible for aggressively pursuing those employees suspected of violating the laws, as well as the values and ethics of the Boston Police.

# ADMINISTRATIVE SERVICES

*"The Boston Police Department has come to understand that as a multi-million dollar agency, the effectiveness of its bureaucracy has a major impact on the cop on the street."*

Photograph, Ilene Perlman.  
Reprinted from BOSTON  
MAGAZINE, June 1987.



The Bureau of Administrative Services has been restructured to provide the necessary managerial and logistical support to the service Bureaus. One major benefit of this reorganization has been to coordinate and elevate the non-enforcement functions such as recruiting, hiring, training and management services within the department. At

the present time, Administrative Services incorporates five divisions: Administrative, Fiscal, Personnel, Maintenance and Planning and Research.

During the past twelve months, the Bureau of Administrative Services has focused its efforts on the implementation of four major initiatives.

- An Enhanced 9-1-1 System and a new, computer-aided dispatch (CAD) will allow the Department to phase out its ten-year-old system with a state of the art operation. This new system will support an improved deployment plan, record-keeping and communication programs.
- An upgrade of Operations Division Personnel has been made alongside of the investments in 9-1-1 equipment to improve the city's emergency response system. This included job classification and initiation of formal orientation and training.
- Fleet Management, has undergone major improvements through the institution of both a regular fleet replacement schedule and a preventive maintenance program which will permit work to be done prior to problems developing. This program will result in the replacement of one-third of the marked fleet each year.
- Use of Mobile Data Terminals (MDTs) will test the ability of new technology to assist the officer on patrol. MDTs will enable thirty officers on patrol to communicate instantaneously with computer systems containing records such as stolen vehicle information and outstanding warrants.
- The Hackney Carriage Unit has implemented an ambitious plan to improve taxi regulation such as instituting a dress code for the drivers and conducting more frequent inspections. New training programs for drivers, both new and experienced, have been implemented. The Unit has also improved the process of granting a cab license. To better respond to concerns and complaints from customers, the Department instituted a TAXI hotline (536-TAXI).

# Uniform Crime Report

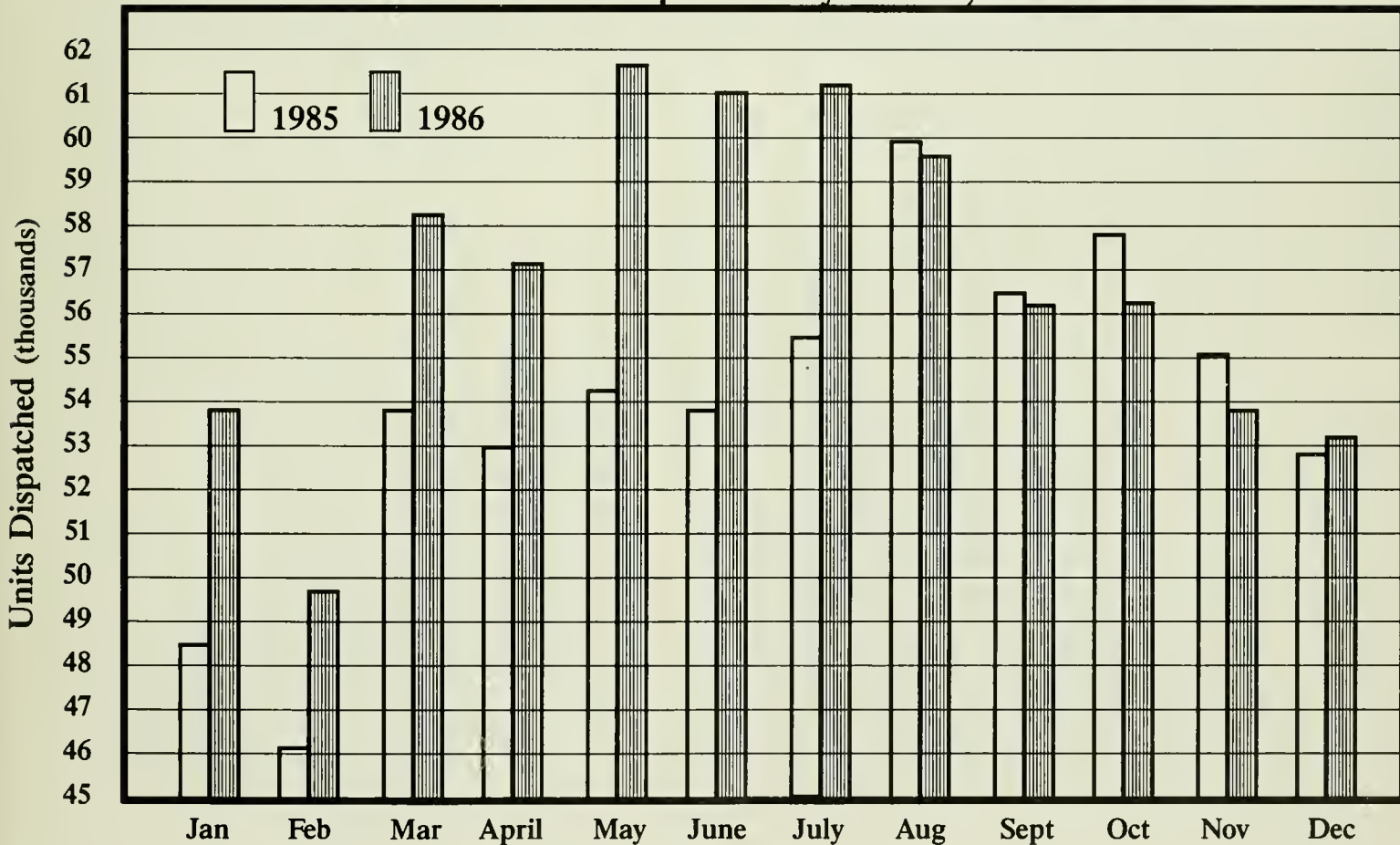
Total 1985

Total 1986

Murder	88	106
Rape	532	516
Robbery	6232	6225
Agg. Assault	5036	5549
Burglary	11470	10485
Larceny	26938	26553
Auto Theft	17778	19574
<b>Total</b>	<b>68074</b>	<b>69008</b>

*The Uniform Crime Report (UCR) is a report on Part I crimes for the United States compiled by the FBI. This chart represents Part I crime statistics for the City of Boston for 1985 and 1986.*

## Service Units Dispatched by Month, 1985 - 1986



# AWARDS FOR 1985

In 1985, The Boston Police Department Awards Board selected the following personnel as being worthy recipients of the Medals and Awards designated:

Top Recipient: *Detective Thomas J. Gleason*, Area C, was selected to receive the following:

The Schroeder Brothers Memorial Medal	The Thomas F. Sullivan Award
The Department Medal of Honor	The Boston Bank Award
The Boston Police Relief Association Memorial Award	

*Detective Bruce A. Holloway*, Bureau of Neighborhood Services, was selected to receive the following:

The Walter Scott Medal	The Thomas F. Sullivan Award
The Department Medal of Honor	The Boston Bank Award
The Boston Police Relief Association Memorial Award	

The Department Medal of Honor, the Boston Police Relief Association Memorial Award, the Thomas F. Sullivan Award and the Boston Bank Award were received by the following:

<i>Officer Harold E. Quinn, Area D</i>	<i>Officer Kevin A. Woodside, Team Police</i>
<i>Officer Randolph G. Lamattina, Explosive Ordinance Unit</i>	<i>Officer Joseph P. Lally, Area B</i>
<i>Detective Joseph C. Britt, Burglary Task Force</i>	<i>Officer Roudolphe P. Szedga, Area B</i>
<i>Officer Christopher A. Hartgrove, Burglary Task Force</i>	<i>Officer Laurence G. Fahey, Area D</i>
<i>Officer Richard E. Clancy, Area D</i>	<i>Officer Paul G. Mahoney, Area D</i>
<i>Officer Paul T. Sanders, Area D</i>	<i>Officer John J. Megnia, Area B</i>
<i>Officer William P. Dunn, Team Police</i>	

The William J. Taylor Meritorious Service Award and The Boston Bank Award were received by the following:

*Lieutenant Gerald V. Douchette, Warrant Unit*  
*Officer James P. O'Shea, Warrant Unit*

The Commissioner's Unit Citation award was received by:

*The Staff of the Boston Police Academy*

Commissioner's Special Citations were received by the following:

<i>Sergeant Detective William Johnston, Community Disorders Unit</i>	
<i>Sergeant Stanley T. Philbin, Area B</i>	<i>Officer Raymond R. Mosher, Area B</i>
<i>Officer Eduardo Dominquez, Jr., Area D</i>	<i>Officer William Lopez, Area B</i>
<i>Officer Rubert M. Tully, Area D</i>	<i>Officer Joseph P. Duca, Operations</i>
<i>Detective Donald E. Brown, Area B</i>	<i>Officer Deborah C. Auzenne, Area E</i>
<i>Detective Ellis E. Thornton, Area B</i>	<i>Detective Charles M. Carroll, Area A</i>
<i>Detective Edward F. Doyle, Area B</i>	<i>Detective Eugene J. Murphy, Area A</i>
<i>Officer James M. Cook, Area D</i>	<i>Officer Carol A. O'Neil, Area A</i>
<i>Officer William B. Evans, Area D</i>	<i>Police Cadet Michael J. Linskey, Operations</i>
<i>Officer Carl E. Elledge, Area D</i>	<i>Thomas F. Sullivan, Building Maintenance Section</i>
<i>Officer Suzanne E. James, Area B</i>	

# AWARDS FOR 1986

In 1986, The Boston Police Department Awards Board selected the following Department personnel as being worthy recipients of the Medals and Awards designated:

Top recipient: *Officer Terrace L. Avery*, Drug Control Unit was selected to receive the following:

The Schroeder Brothers Memorial Medal  
The Department Medal of Honor  
The Boston Police Relief Association Memorial Award  
The Thomas F. Sullivan Award  
The Boston Bank Award

The Walter Scott Medal, the Department Medal of Honor, the Boston Police Relief Association Memorial Award, the Thomas F. Sullivan Award and the Boston Bank Award were received by the following:

*Detective Robert B. Kenny Jr., Area E*  
*Detective Peter N. Doherty, Area E*

The Department Medal of Honor, the Boston Police Relief Association Memorial Award, the Thomas F. Sullivan Award and the Boston Bank Award were received by the following:

<i>Officer Richard J. Kelley, Area E</i>	<i>Detective James M. Fong, Area D</i>
<i>Sergeant John H. Kefeyan, Area D</i>	<i>Detective M. Lambert, Area D</i>
<i>Officer Richard E. McCarthy, Area D</i>	<i>Detective Brian P. O'Rourke, Area D</i>
<i>Officer Stephen F. Blair, Area D</i>	<i>Officer Robert M. Tully, Drug Control Unit</i>
<i>Officer Francis K. Matthews, Team Police</i>	<i>Officer John J. Lyden, Area B</i>
<i>Officer John A. Klokman, Area A</i>	<i>Officer Terrace Avery, Drug Control Unit</i>
<i>Officer Daniel J. Downey, Special Operations-Canine Unit</i>	<i>Officer Robert Flynn, Drug Control Unit</i>

The Mayor's Medal of Excellence, the Boston Police Relief Association Memorial Award, the Thomas F. Sullivan Award, the Boston Bank Award were received by:

*Officer William F. Carroll, Area D*

The William J. Taylor Meritorious Service Award and the Boston Bank Award were received by the following:

*Officer William P. Dunn, Team Police*  
*Officer Richard F. Harrington, Team Police*

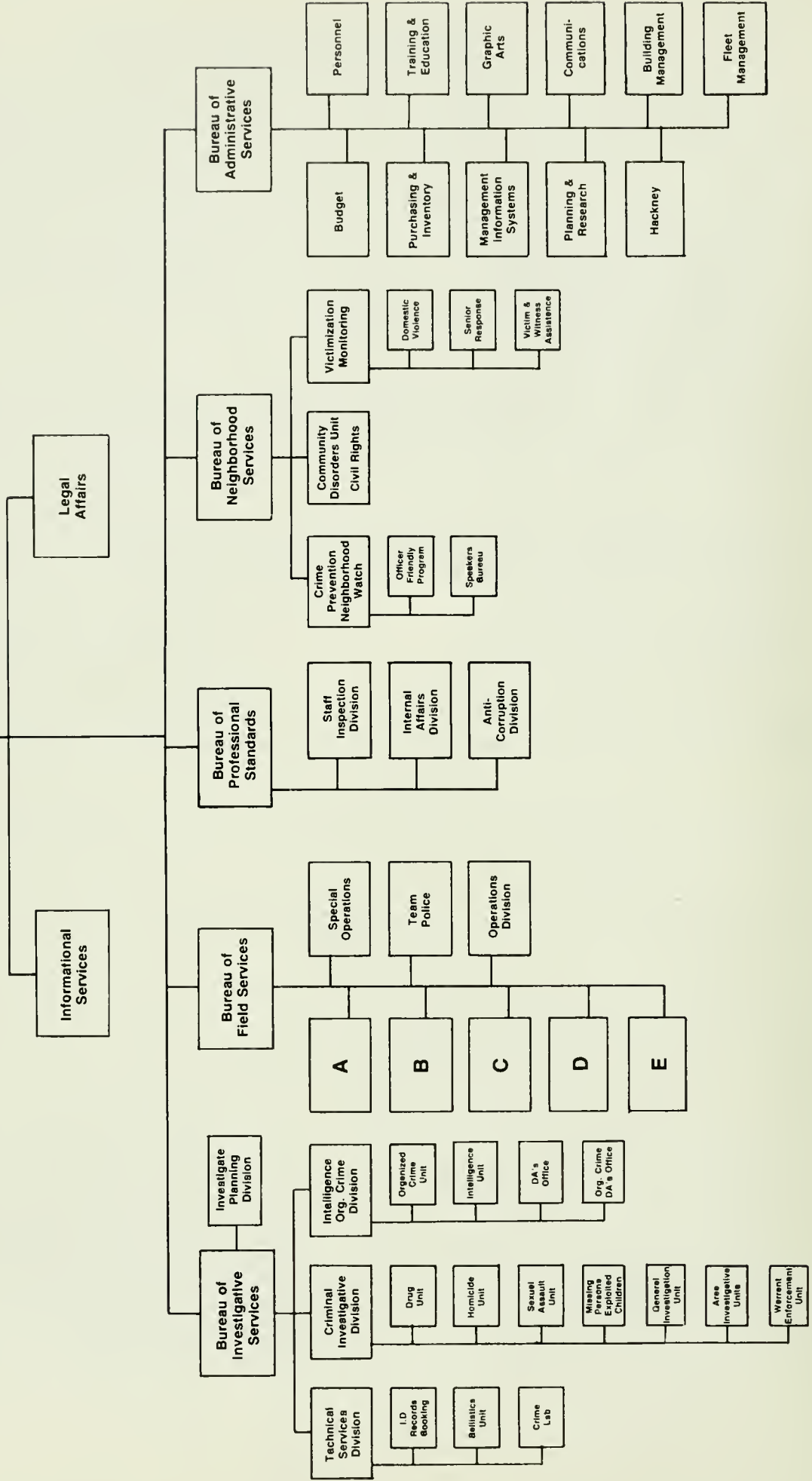
Commissioner's Special Citations were received by the following:

<i>Detective Walter F. Robinson, Area E</i>	<i>Officer Leo J. Ronan, Area B</i>
<i>Detective James J. Solari, Area E</i>	<i>Officer Martin J. Brooks, Area B</i>
<i>Officer Francis P. Walsh, Area C</i>	<i>Officer Kim Gaddy, Area B</i>
<i>Sergeant Walter L. Canney, Area A</i>	<i>Officer Dino Gonzalez, Area B</i>
<i>Detective Joseph F. Fiandaca, Area A</i>	<i>Detective Richard W. Walsh, Homicide Unit</i>
<i>Detective Joseph C. Mugnano, Area A</i>	<i>Detective Paul J. Murphy, Homicide Unit</i>
<i>Officer Joseph C. Joyce, Area A</i>	<i>Officer Paul G. Mahoney, Area D</i>
<i>Detective Larry C. Hobson, Drug Control Unit</i>	<i>Officer Stephen P. McGrath, Area A</i>
<i>Detective Joseph H. Lundbohm, Area C</i>	<i>Officer Gerard P. McHale, Area A (Received two citations)</i>
<i>Officer Jack D. Marotta, Area B</i>	<i>Civilian Mary Ellen McHale</i>

# Boston Police Organization

April 1987

Commissioner



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