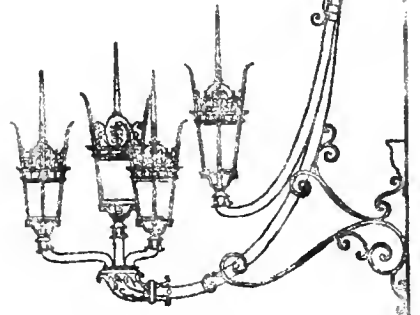


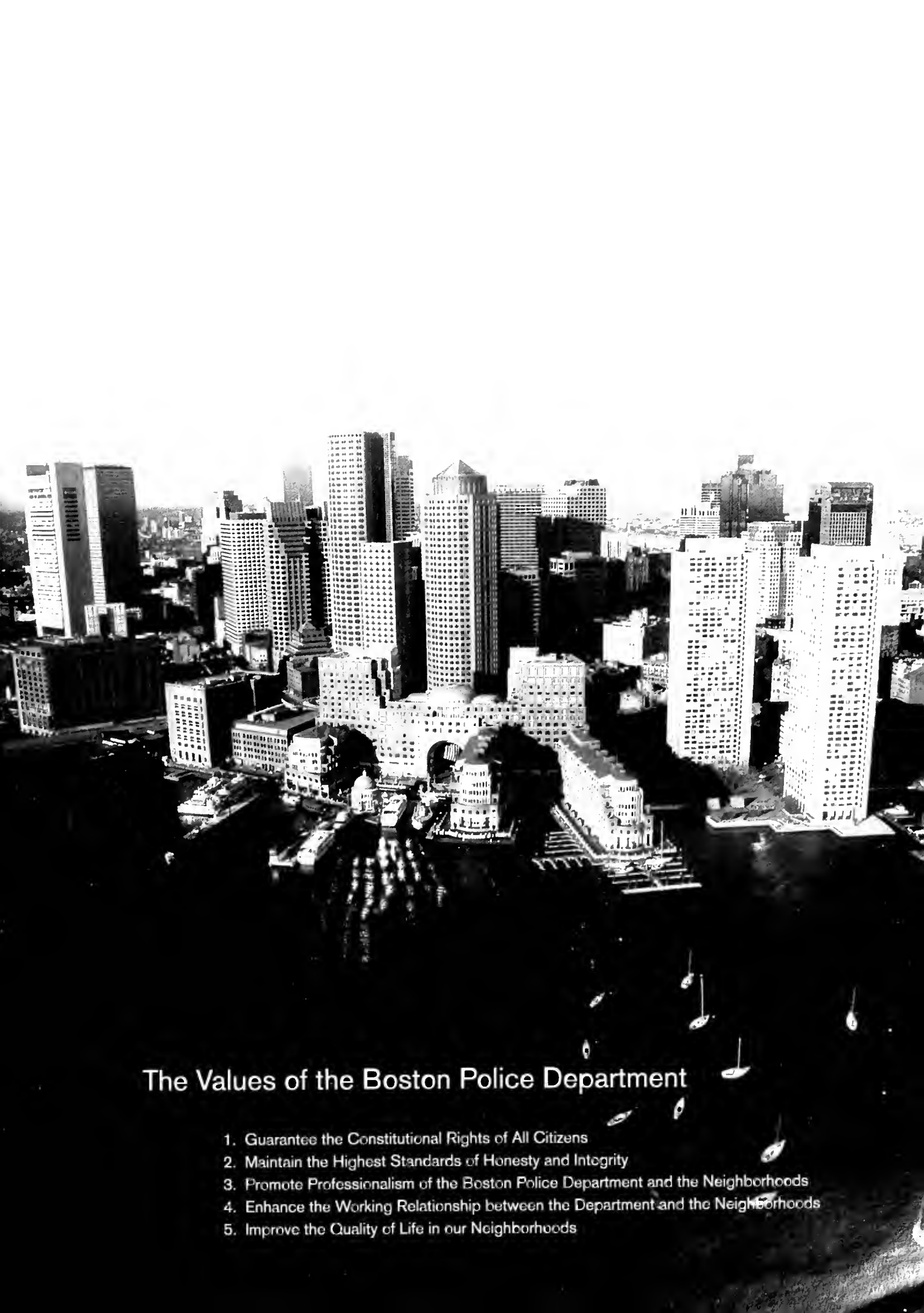
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**BOSTON POLICE DEPARTMENT
2003 ANNUAL REPORT**

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The Values of the Boston Police Department

1. Guarantee the Constitutional Rights of All Citizens
2. Maintain the Highest Standards of Honesty and Integrity
3. Promote Professionalism of the Boston Police Department and the Neighborhoods
4. Enhance the Working Relationship between the Department and the Neighborhoods
5. Improve the Quality of Life in our Neighborhoods

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1854 Organized
 2,044 Sworn Officers
 796 Civilian Personnel
 \$211 Million Budget
 43 Median Age
 17 Mean Years of Service
 21 Facilities
 698 Patrol Vehicles
 77 Specialty/Support Vehicles
 70 Motorcycles
 8 Water Craft
 12 Horses/Ponies
 13 Canines
 625,102 Total Calls Recorded
 325,128 E-911 Calls
 19,173 Call Screening (Non-Emergency)
 100,054 Wireless 911 Calls
 48,672 Abandoned 911 Calls
 40 Foreign Languages
 422 Special Events Policed

1630 Founded
 Mayor/City Council Government
 \$1.8 billion City Budget
 48.9 Sq. Miles Area
 19.27% Open Space
 28 Altitude (in feet above sea level)
 50.6 F. Average Annual Temperature
 45.89 Rainfall (in Inches)
 589,141 Resident Population
 2 Million Daytime Population
 \$59,284 Average Annual Income
 1 per 288 Residents Police Officer Population Ratio
 \$680.65 Public Safety Spending per Capita
 12,048 Population Density
 270,798 Registered Voters
 \$340,000 Average Median Selling Price for Homes
 \$11.01 Residential Property Tax per 1K
 \$31.49 Commercial Property Tax per 1K
 784 Paved Streets (miles)
 1,500 Sidewalks (miles)
 541 Parks & Recreation Facilities
 21,386 Private/Parochial School Population
 60,300 Public School Population
 \$10,379 Per-Pupil Spending
 139 Public Schools
 15 Charter Schools
 72 Non-Public Schools
 13 Pilot Schools
 41 Colleges & Universities
 21 Hospitals
 2 Major Daily Newspapers
 9 Television Outlets
 1.2 Million Boardings Daily MBTA Travelers
 140 Languages Spoken in Boston Homes
 More than 100 Types Ethnicity in Boston

Dear Fellow Bostonians:

As you will read, 2003 was another milestone year for the City of Boston. Last year we reduced Boston's homicide rate by 35%, while also bringing its overall crime rate down to one of the lowest points in several decades. Much of this progress stems from the steady gains made by the Boston Police Department. Boston continues to be one of America's most livable cities.

Some of the Boston Police Department's community policing methods have been emulated around the world. Bostonians feel very safe in their city. They also have great confidence in their police force. There are many partnerships between residents and the police. The 1,221 Crime Watches in neighborhoods throughout Boston are just one example.

2003 was a challenging year. The national recession forced us to do more with less. However, the Boston Police Department responded to this challenge with great success. Public safety was never in jeopardy. Commissioner Evans did an outstanding job leading the Boston Police Department for ten years. His leadership was to be admired. I know Commissioner O'Toole will lead the Department with the same enthusiasm and dedication. She has already shown a leadership style that is inclusive.

Boston is still growing and still flourishing. 2004 will be one of the most exciting years Boston has ever seen. The Democratic National Convention will give us the opportunity to showcase our city internationally. I look forward to working with the Boston Police Department and with the people of Boston to make this event an outstanding success.

America's birthplace is Boston. The seeds of democracy were planted and cultivated here. I commend Commissioner O'Toole and the Boston Police for their daily professionalism and courage as they carry these ideals on behalf of us all.

Sincerely,

A handwritten signature in black ink that reads "Thomas M. Menino". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Thomas M. Menino

Mayor of Boston



Dear Fellow Bostonians:

History and tradition have always been important themes in Boston. So, I consider it to be a special honor and a privilege to return to the Boston Police Department as its 38th Police Commissioner, and to do so during the 150th anniversary of its founding in 1854.

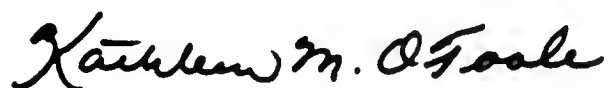
As you'll see in this Annual Report, the men and women of the Boston Police Department, both civilian and sworn, do much each day to make Boston a safer place to live, work, and visit. As a result, during 2003, overall Part I Crime in Boston fell by 2%. Violent crimes such as rape and attempted rape decreased by 29%, and homicide by 35%. These positive numbers helped to keep our overall Part I and Violent Crime statistics at levels which continue to be lower than those we've seen in Boston for more than 30 years.

Looking forward, it is important to note that our department is undergoing many positive changes. We're planning for the future and continually improving our training, equipment, and facilities. We're also developing effective new prevention, intervention and enforcement measures. Our core mission however, remains the same: to work together with the community to fight crime, reduce fear, and improve the quality of life in our neighborhoods.

We've achieved excellence in the past, but our challenge today is to build on our strengths to provide the very best in public safety services. In doing so, we now face several new challenges, both as a department and as a community. These include: re-invigorating our community policing efforts, reinforcing our homeland security preparations and doing everything we can to develop and capitalize on the qualities of leadership, diligence and creativity already embodied in our personnel.

As a department, we both need and appreciate your active involvement in these efforts. We encourage your continued participation and look forward to working with you in the coming year to make Boston the safest city it can be.

Sincerely,



Kathleen M. O'Toole
Police Commissioner



The Office of the Police Commissioner includes:

- **Community Disorders Unit**
- **Graphic Arts Unit**
- **Office of Administrative Hearings**
- **Office of Communications**
- **Office of Family Assistance**
- **Office of Labor Relations**
- **Office of the Legal Advisor**
- **Office of Media Relations**
- **Office of Research and Evaluation**
- **Office of Strategic Planning and Resource Development**
- **Security Unit**

Providing excellence in public safety services for the citizens of Boston is a full time job, not only for BPD's officers, but also for those who work with them to provide key leadership and support functions through the Department's Office of the Police Commissioner. The ever-changing complexities of policing in a large, urban setting also require strong capabilities in research, policy development, planning, community and employee relations and several other related disciplines.

To successfully conduct these varied activities, OPC staff members work closely with their colleagues throughout the Department, as well as with diverse individuals, agencies and organizations in law enforcement, the local business community and all levels of government. Together they work to achieve the Department's overall mission of fighting crime, reducing fear and improving the quality of life in Boston's neighborhoods. During 2003, some of these collaborative efforts included:

The Office of Strategic Planning and Resource Development (OSPRD) administered the Department's Violence Prevention Grants program. Now in its fifth year, the program again awarded \$500,000 to 46 community-based partner organizations who share common goals with the Department via a competitive screening process. Grantees use these awards to fund

a diverse set of neighborhood-based crime prevention programs throughout the community.

OSPRD secured and managed an additional \$25 million in new and continuing program grants from federal, state and private donors for the Department. These included a \$1 million grant for Dorchester's Domestic Violence Court demonstration project and a \$175,000 Boston Foundation grant in support of "Boston Strategy II" initiatives.

The OPC Security Unit hosted and provided dignitary protection for a number of high ranking visiting and local officials including: Mayors, Congressmen and law enforcement representatives from across the country, as well as visiting delegations from Germany, Hungary, Ireland, Italy, Japan, Poland, Portugal, the Netherlands, the United Kingdom and many others.

The Office of Research and Evaluation (ORE) briefed the Commissioner and senior command staff at bi-monthly Crime Analysis Meetings. District-based staff throughout the Department also received detailed crime summary data at regularly scheduled Roll Call briefings. ORE personnel provided research and other technical support for the Department's Unsolved Shooting Project, Personnel Analysis Meetings and several of the Department's ongoing domestic preparedness initiatives.

ORE staff worked directly with: the Youth Violence Strike Force, District Commands, the Street Workers program, the Department of Youth Services, Probation, Parole, the Boston Housing Authority Police, and the District Attorney's Office as part of the Department's Gang Assessment Project. Through this cooperative effort, ORE helped to successfully identify and categorize gangs in Boston, and their relationship to each other, in ways that are increasingly useful to investigators and prosecutors.

Community Disorders Unit personnel investigated a total of 291 bias-motivated cases in 2003. Down from



the 331 cases investigated in 2002, this represents a 12 percent decrease in bias-motivated cases in Boston's neighborhoods.

The Office of Media Relations (OMR) fielded thousands of inquiries in 2003, both from media outlets all over the world, as well as local citizens. These included phone, email and written requests for statistics, Freedom of Information Act documents and other BPD-related information. OMR also held dozens of press conferences, generated nearly 200 press releases and hosted 20 new "Call the Cops" shows televised live throughout Boston on the Boston Neighborhood Network.

Active and retired BPD personnel who have been injured, disabled, or in times of bereavement, as well as their family members continued to receive support from OPC's Office of Family Assistance (OFA) in 2003. OFA also worked closely with related services groups such as the Boston Retired Police Officers Association and the Massachusetts Chapter of Concerns of Police Survivors.

Graphic Arts Unit personnel continued to work closely with BPD's investigative personnel to aid in suspect identification and prosecution. Among their most effective efforts in this area were numerous witness-

generated suspect renderings, as well as wanted posters created from crime scene video images and other sources. Courtroom presentations were also facilitated via highly detailed visual aids, depicting aerial and other useful views of crime scenes, close-ups of vehicles, weapons, etc.

The ORE once again conducted a Boston Public Safety Survey of citizens' views on crime and other neighborhood-related issues, as they have every other year since 1995. Among their findings in the 2003 Survey:

- 39% of the respondents indicated that they knew the police officers who work in their neighborhoods by name or face,
- 69% of the respondents indicated that they believe that the BPD is open to citizens' criticism or suggestions,
- 72% of the respondents indicated that they had a favorable opinion of the BPD,
- 74% of the respondents indicated that they felt safe out alone in their neighborhoods at night, and
- 82% of the respondents felt confident about the Boston Police Department's ability to prevent and solve crime.

The Bureau of Administrative Services includes:

- **Facilities Management Division**
- **Finance Division**
- **Fleet Management Division**
- **Human Resources Division**
- **Information Technology Division**
- **Licensing Division**
- **Property Management Division**

The Bureau of Administrative Services (BAS) provides a wide range of services to the public and other Department employees. From issuing licenses, to installing state of the art technology, to delivering the Department mail, BAS personnel consistently focus on providing high levels of customer service, professionalism and sound management for the Department's resources.

BAS's Finance Division successfully managed fiscal resources totaling in excess of \$250 million during 2003, a time of economic and budgetary uncertainty for the Department, the City of Boston and the Commonwealth of Massachusetts. Finance personnel worked closely with supervisors throughout the Department to insure that it would continue to achieve its core mission within the budget. This fiscal responsibility also involved: supervision of grant monies, custodianship of seized funds, the successful execution of all contracts, the collection of funds owed to the Department and timely processing of a payroll for more than 3,000 employees.

After creating an extensive data warehouse, BAS's Information Technology Division (ITD) trained investigators throughout the Department in its use. This huge cache of information draws on several existing data sources, including: the Computer Aided Dispatch System, the Incident Tracking System and the Department's arrest Booking System. An interactive, link-analysis and data-mining software tool known as COPLINK connects these various sources. The new network allows investigators to quickly query data on any person, address, vehicle or other piece of on-

line information stored throughout the Department in seconds. New use-of-force data is also being gathered from every arrest, along with demographics on vehicle stops and threshold inquiries. As time passes, this new data will be helpful in monitoring and improving how the Department interacts with Boston's increasingly diverse population.

Similarly, ITD staff worked with numerous partners to create and implement a new Criminal Alien Identification System in 2003. Its purpose is to identify criminal aliens arrested in Boston with current orders for deportation against them, as well as others who had already been deported, but returned to this country illegally. The partnership involved a close collaboration among the BPD, the FBI, Immigration and Enforcement, the Suffolk County District Attorney's Office and the Commonwealth's Probation Department. Together they were able to successfully identify 108 criminal aliens prior to their arraignment, as well as an additional 2,113 individuals who required additional attention from immigration officials.

For many citizens, the Public Service, Licensing and Hackney Carriage Units located in Headquarters provide one of their first opportunities to interact with the Boston Police Department. Business transactions such as paying a fee, getting a permit, applying for a license or requesting a copy of a report can be accomplished with ease at one of the first floor, lobby-area service windows. During 2003, services included: background investigations and testing for 1,000 new and 5,700 existing taxi drivers, as well as, the inspection and licensing of 101 sightseeing vehicles, and 300 drivers of such vehicles. As part of this function, over 260 citizen complaints about vendor services were investigated.

The Human Resources Division (HRD) continued its efforts to provide BPD employees with a safe and healthy workplace via 2,500 mandatory drug tests and nearly 4,000 medical exams and physician consultations. HRD personnel selected and



processed the 57 new student officers who entered Boston's Police Academy in October. They also recruited applicants for the Police Department's Cadet Program and continued their ongoing efforts to reduce injured officer incidents by 15%. HRD staff coordinated BPD's participation in the Quinn Bill educational benefits program by processing over 1,300 officers' documentation(s), to secure their compliance with State guidelines.

BAS's Property Management Division in Hyde Park houses the Property Unit as well as the Department's Evidence Division, a records storage facility and the Department's historic Archives. As one of their most important functions, its personnel manage the Department's ongoing body armor replacement program. The body armor replacement program provides each officer with personal body armor every five years. In December of 2003, BPD's Records and Archives Manager published a pictorial account of the Department's history. The book helped to kick off celebrations of the Boston Police Department's "First In the Nation" status during its 150th anniversary year in 2004.

The Fleet Management Division is responsible for all transportation related functions within the Police Department. Included are the acquisition, distribution, maintenance and disposal of all BPD motor vehicles. Fleet is responsible for 915 vehicles categorized into three distinct classifications: Marked Patrol Vehicles, Unmarked Vehicles and Specialized Equipment. This last category includes marked and unmarked motorcycles, the mobile Field Command Post, Crime Scene Investigation Vehicles and all police watercraft. In 2003, Fleet completed over 12,000 work orders; performed 7,000 preventive maintenance inspections and services and also managed the Ford Motor Warranty Recovery Program, which reimburses Fleet for all warranty work completed.

The Facilities Management Division is responsible for the care, maintenance and development of over 900,000 square feet of space in Boston Police Department buildings throughout the City of Boston. The mission of the Division is to serve the Department's varying constituencies while providing facilities and space for innovative programs and modern design technology.

The Bureau of Investigative Services (BIS) includes:

- **Drug Control Division**
- **Forensic Technology Division**
- **Homicide Unit**
- **Investigative Planning Division**
- **Major Investigations Division**

Innovative strategies and close collaboration with a variety of law enforcement partners each contributed to a significant number of accomplishments by BIS personnel during 2003.

The Homicide Unit investigated 39 homicides and 155 life-threatening incidents in 2003. This represents a decline of 35% citywide when compared with 60 such incidents in 2002. In addition to these investigations, the Homicide Unit also examines all suspicious deaths (fire, SIDS, etc.), life-threatening incidents and motor vehicle fatalities. In April of 2003, Homicide Unit investigators were also tasked with responsibility for the Department's new Firearms Discharge Investigations Team (please see page 11) or FDIT, which investigates all incidents involving a firearm discharge by Boston Police personnel.

Since the tragic events of September 11, 2001, public safety agencies throughout the nation have had to re-evaluate how law enforcement, public health, emergency management and fire and rescue agencies can all work together as effectively as possible. In 2003, BPD's investigative personnel continued to play key roles in how the Department plans for and responds to these kinds of critical incidents. These ongoing efforts included extensive intelligence gathering, analysis and information sharing. BIS staff also identified new techniques and technologies to aid in detecting a potential terrorist attacks and continued to play leadership roles in advisory groups such as the U.S. Attorney's Anti-Terrorism Advisory Committee, and coordinated liaison activities with numerous federal agencies.

Another part of the Department's enhanced anti-terrorism preparations involved the revision of its field interrogation procedures. This newly developed Field Interrogation, Observation, Frisk and/or Search Report, or FIOFS system, enables officers to capture and archive detailed information each time they perform any type of field interrogation (traffic stops, witness interviews, etc.). The FIOFS system can be used to track any suspicious activity that may suggest terrorism, or to perform data analysis for intelligence and prevention purposes by accessing as many as 75,000 existing reports on various forms of criminal activity.

BIS also developed and implemented a strategic plan to address the growing number of robbery and burglary incidents citywide. This simple plan effectively employed the principles of prevention, intervention and enforcement to:

- Create a multi-media robbery-prevention presentation for commercial business owners. These presentations were developed in cooperation with the Bureau of Field Services, the Neighborhood Crime Watch Unit and the Office of Research and Evaluation.
- Research all outstanding court warrants for suspects wanted on robbery and burglary charges and then,
- Implement effective apprehension strategies in cooperation with BPD's own YVSF Warrant Apprehension Team, as well as, the Probation and Parole Departments.
- Develop a software program that will capture local pawnshop data. This new search capability will significantly aid investigators in finding and tracking stolen property taken during robberies and burglaries.



BIS also formed an advisory group to develop strategies for a new Robbery/Burglary Suppression Task Force. All district and unit detective supervisors meet together as part of this group once a month. They share intelligence, discuss strategies and solicit input from other agencies. They also focus on "hot spot" areas through surveillance and joint investigations, debrief offenders and develop informants, recover stolen property, solicit tips from the general public and work with the District Attorney's Office to prosecute habitual offenders.

The Boston Police Crime Laboratory has been on-line with CODIS (Combined DNA Index System), a national DNA database sponsored by the FBI, since the fall of 2000. In just 3 years of use, more than 550 unsolved Boston cases with usable DNA profiles have already been entered into it. To date, 84 of the cases entered have identified a suspect through a CODIS hit.

To accommodate the evaluation of such large amounts of investigative information, a new partnership was formed between the Crime Lab, BPD homicide

investigators and the Suffolk County District Attorney's Office (SCDAO). This new partnership evaluates when and how the Crime Lab can release DNA database information for analysis by BPD and SCDAO investigators. Since the pool of DNA database information continues to grow rapidly, these new collaborations should significantly aid local law enforcement in realizing the full investigative and prosecutorial potential of the CODIS database in the future.

The Crime Lab also continued to work on a large project involving the examination of unsolved rape cases from 1984-1993. This project has been largely funded by a federal grant awarded to the Lab for this purpose during 2002. Over 500 "no suspect" sexual assault cases have been screened and evaluated for DNA profiling. To date, nearly 25 % of those with usable DNA evidence have been successfully linked to already existing DNA profiles. Subsequent DNA database searches via CODIS also resulted in 14 "hits" linking evidence from these unsolved cases to a previously convicted offender.

During 2003, Bureau of Investigative Services personnel used federal grant monies to develop and implement a comprehensive, community-based program designed to combat substance-abuse problems in neighborhoods throughout Boston. This multi-faceted effort placed a particularly strong emphasis on diminishing heroin addiction through multiple prevention, intervention and enforcement measures.

One promising project in South Boston used a program modeled on the previous success of BPD's Cease Fire prevention and intervention program. Working closely with the community, officers tracked and investigated numerous drug cases. Where appropriate, many of these were handled by a team of social workers, including a substance abuse specialist, as well as a district-based social worker and supervisor. Housing these resources within BPD facilities is one important part of the Youth Service Providers Network, a program that operates in partnership with the Boys and Girls Clubs of Boston. Under its auspices, social workers provide referral services and counseling to individuals and families, including improved access to treatment centers and other healthcare providers. During the first six months of 2003 alone, these specialists saw 113 clients with heroin problems.

Though successful thus far, optimizing the program's ability to eliminate heroin use will require several important additional steps. These include: creating an increased availability of outpatient/inpatient treatment services, developing even closer collaborative relationships with existing care providers, and exploring the most effective means of aftercare and post-treatment follow-up. BPD is currently working with groups throughout the community to address these ongoing needs.

At the same time, Drug Control Units throughout the City have implemented strong enforcement strategies which have focused primarily on daytime street-level heroin distribution. Targeting known distribution sites, initiatives such as "Operation Juggernaut" totaled 51 heroin-related arrests in a single, citywide sweep. Similar investigations gathered detailed information on marketing centers, delivery vehicles and dealers' sources of supply. This information is shared citywide on a monthly basis via regularly scheduled intelligence meetings and with other local and national law enforcement partners, such as the Drug Enforcement Administration, the FBI, the New England High Intensity Drug Trafficking Area group (NEHIDTA) and the District and US Attorney's Offices.

During 2003 Department representatives also appeared before the Massachusetts Legislature to advocate the passage of important new pieces of legislation. One would improve the exchange of intelligence and information concerning deaths from drug overdoses. Massachusetts is currently one of only 4 states in the country where Medical Examiner's Offices are not obligated to share information they develop via toxicology and autopsy reports directly with the police. If passed into law, the new legislation would help police departments to better monitor trends in drug distribution and facilitate the prosecution of individuals who provide narcotics that cause the death of another. A similar proposal would also mandate that every physician treating an injury caused by the discharge of a firearm report such cases at once to law enforcement authorities.

Firearm Incidents Given Comprehensive Review

In April of 2003, the Department officially created a new Firearm Discharge Investigation Team, or FDIT. Its aim is to provide an investigative process that is both comprehensive in scope and timely in its completion for all incidents involving a firearm discharge by Boston Police personnel. This investigative capability is particularly important because of the potential impact incidents involving deadly force can have on police-community relations.

The FDIT is based within the Homicide Unit but is comprised of investigators from units throughout Boston. Members are on-call 24 hours a day and have received extensive training. FDIT investigators can develop shooting reconstructions and map bullet trajectories using trigonometric ratios, impact analysis and distance and angle measuring equipment. They have also been trained on issues such as critical incident amnesia and memory distortion, as well as, officers' possible stress reactions to lethal force encounters.

In addition to training, the FDIT also employs state-of-the-art equipment and software to produce three-dimensional images of shooting scenes using precise measurements of angles and distances. In collaboration with the BPD Graphics Arts Unit, investigators can also use technology to create forensic animations of critical incidents and immersive 360° photography to further aid their investigations.

Two levels of FDIT response have been established, depending upon the severity of each incident. Assignment of a "Blue Team" occurs for all discharges not resulting in death, injury, or significant property damage. This includes all firearm discharges resulting in the killing of a dangerous or injured animal, and all less-lethal force ("bean bag") discharges.

A larger group of investigators responds to incidents resulting in death or injury. This "Red Team" is composed of a Lead Investigator, an on-scene Incident Coordinator and four investigative teams divided by function: Crime Scene, Intelligence, Interviews and Organizational.

Within thirty days of a discharge incident, the FDIT Lead Investigator submits a comprehensive, detailed report. It does not make recommendations regarding any disciplinary issues, but can significantly aid the Department's Use of Force Review Board in determining if there are any policy, training or disciplinary issues that will need to be explored further.



The Bureau of Professional Development includes:

- **Training & Education Division (Boston Police Academy)**
- **Regional Roundtables on Ethics and Integrity (RRT)**
- **Regional Community Policing Institute of New England (RCPI/NE)**

The Bureau of Professional Development staff continued to focus on keeping the Department's officers trained in the most up to date tactics, techniques and technologies in 2003. In addition to developing several new training modules, they created comprehensive plans and exercises to prepare for the Democratic Party's National Convention in Boston during 2004. In all, Academy staff members provided instruction in nearly two-dozen different subject areas. They also taught nearly 5,000 students, from the Boston Police Department as well as a number of outside agencies and community partner organizations.

In March, a comprehensive new Use of Force Training curriculum was implemented. Its first phase included mandatory firearms qualification, as well as additional exercises developed to simulate actual life-or-death incidents faced by BPD officers during recent years. The second phase simulated scenarios from more routine police functions, such as motor vehicle stops. Several different situations were used to challenge officers' decision-making skills, threat perception/assessment and judgment while engaging them in encounters that were as close to real life as possible. The exercises not only reviewed the proper level of force appropriate for each circumstance, but also reinforced officers' knowledge of Department Rules and Procedures, state and constitutional law, proper patrol tactics and self-defense techniques.

During July and August, a new unit-specific training

curriculum was implemented for officers in the Drug Control Unit and Youth Violence Strike Force. This training was known as S.W.E.T., or Search Warrant Execution Training. It focused on the execution of search warrants by these plain-clothes officers and followed a real-life scenario format similar to the Use of Force Training noted above.

Patrol Officers and Patrol Supervisors also received extensive, ongoing Public Order Training. This training allows officers to practice effective tactics for monitoring and controlling large groups of protesters, while also protecting the protesters' safety and constitutional rights. Its command, coordination and communications techniques have already proved effective in dealing with large crowds and is an important part of the Department's convention-related deployment plans for events at sites throughout Boston.

During October, 60 new Student Officers entered the Police Academy. In addition to completing the Basic Recruit Curriculum, this class will participate in 80 hours of firearm instruction, as well as new reality-based training with *Simunition* and *Range 3000* weapons. They will also need to demonstrate their proficiency in Patrol Tactics, Defensive Tactics, Emergency Driving, appropriate Use of Force, and Neighborhood Policing. Over the course of 29 weeks, they will receive more than 1,100 hours of training prior to graduating from the Academy, and will then continue their initial on the job training with Field Training Officers in districts throughout Boston.

A number of other specialized in-service training courses were conducted throughout the year. As part of their firearm re-qualification course, the Department's supervisory personnel were also qualified in use of the Less-Lethal Shotgun. Other topics included: Accurate Eyewitness Evidence,



“Active Shooter” intervention training, CPR/AED re-certification, Crime Scene Reconstruction and Hostage Negotiation.

During 2003, RCPI-NE offered 18 executive level seminars to chiefs and other law enforcement senior policy-makers throughout New England. Ongoing courses included subject areas such as: Use of Force in a Community Policing Environment, Citizen Complaint Intake and Investigation, Early Identification and Intervention Systems and Racial Profiling: Issues and Dilemmas. RCPI joined with the Middlesex County Sheriff's Office to provide these classes to their command staff, as well as police agencies throughout Middlesex County. They also performed a needs assessment for other police departments all over New England, which resulted in the development of a new ethics course for law enforcement officers and the communities they serve.

The Bureau of Internal Investigations includes:

- **Anti-Corruption Division**
- **Auditing & Review Division**
- **Internal Affairs Division**
- **Recruit Investigation Unit**

Throughout 2003, the Bureau of Internal Investigations continued its work to enforce and enhance the standards of professional conduct required of all Department employees. BII personnel are actively engaged in all efforts to enforce not only BPD's own Rules & Procedures, but also all applicable state and federal regulations, grant funding requirements and matters of criminal law where necessary. They conduct regular audits and actively identify and investigate all alleged incidents of misconduct as quickly and comprehensively as possible. They also seek to correct and eliminate such problems through counseling, training or discipline as needed.

Serious cases of misconduct or corruption can also sometimes result in the termination of Department employees. Ultimately these measures, though necessarily stringent at times, effectively serve to support the hard working and dedicated majority of the Department's personnel throughout the City. By recognizing and learning from the mistakes or misdeeds of the few, the reputation of the entire Department is that much better protected, preserved and strengthened.

The Recruit Investigations Unit (RIU) underwent significant improvements during 2003. As its name implies, this Unit is responsible for investigating applicants as part of the lengthy hiring process necessary to become a police officer. RIU now utilizes the latest technology, coupled with the expertise of its investigators, to gather the most comprehensive background information possible on all applicants. At the same time, the process itself

has also been modified to elicit additional participation from each applicant. These requirements help the investigators to find the best possible employees, while also shortening the time necessary to process each candidate.

In February of 2003, the Boston Police Department initiated a new Use of Force Reporting System. It requires all police officers to electronically report the level of force they have used each time they place an individual under arrest. This comprehensive use of force database provides a number of benefits, for both the Department and its officers. Command Staff members on the Use of Force Policy Review Board can now review this data on a regular basis to evaluate trends, identify areas for possible improvement and develop any training necessary to address deficiencies. The Department can also monitor and track levels of force used by an individual officer or unit, by location, by time of day, etc. As more data is collected, it will also be used to ensure that supervisory reporting requirements are satisfied in a timely basis.

300



<u>COMPLAINTS</u>	<u>EMPLOYEES</u>
Zero Complaints	2,503
One Complaint	204
Two Complaints	28
Three or More Complaints	15
TOTAL:	247

137 Internally Generated Cases

150 Externally Generated Cases

11% Arrest at Scene
 9% Domestic Violence
 8% Traffic Stop
 8% Off Duty Misconduct
 38% Other
 6% AWOL/Tardy/Injured/Sick
 5% Threshold Inquiry
 5% Drug Testing
 4% Insubordination
 3% Paid Details/OT
 2% Radio/Patrol Duty
 .5% Booking/Station
 .5% Parking Violation

10% Directives & Orders
 4% Conduct Unbecoming
 4% Duties & Responsibilities
 4% Attendance/Reporting for Duty
 2% Details/Overtime
 2% Alcohol & Substance Abuse
 1.5% Untruthfulness
 .5% Self Identification
 19% Respectful Treatment
 12% Miscellaneous Rules Violations
 12% Excessive Force
 13% Conformance to Laws
 16% Negligence/Abuse of Discretion

15% Verbal Reprimands
 3% Written Reprimands
 8% Resign W/Charges
 6% Termination
 2% 90+ Days
 1% 60-90 Days
 5% 45 Days
 47% 1-5 Days
 13% 6-30 Days

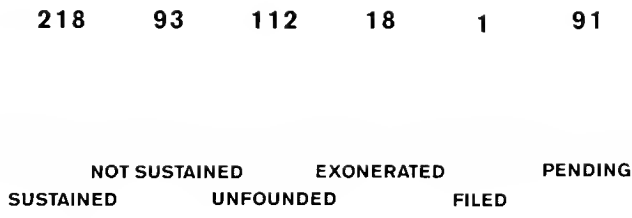
92 Total Officers Disciplined
 Reprimands Suspensions
 Terminations Resignations

220

110

Cases

0



50

25

Incidents

0

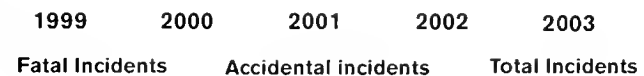


20

10

Incidents

0

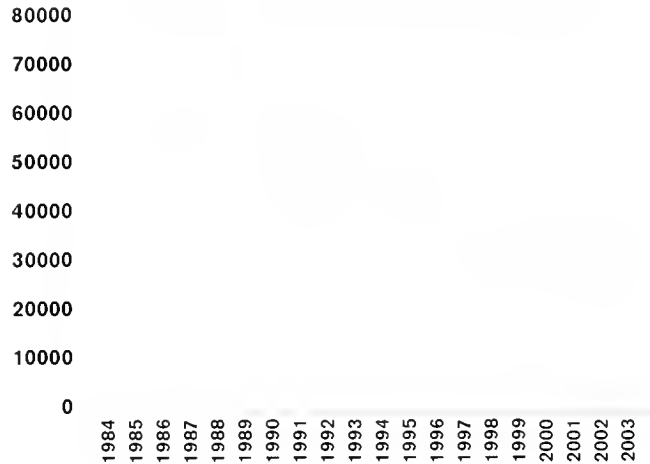
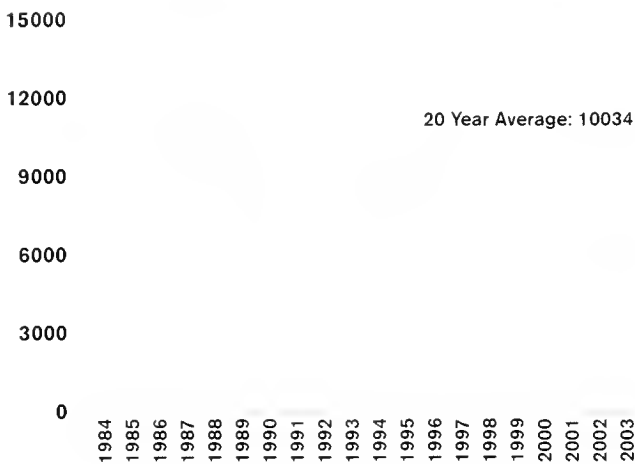


Measuring Progress Toward A Safer City – 2003
 The Boston Police Department gathers many types of data in order to support the crime-fighting and prevention strategies that are an essential part of its mission. These examples illustrate the kinds of statistics used by Department personnel to identify, analyze, understand, and successfully address local crime trends and patterns:

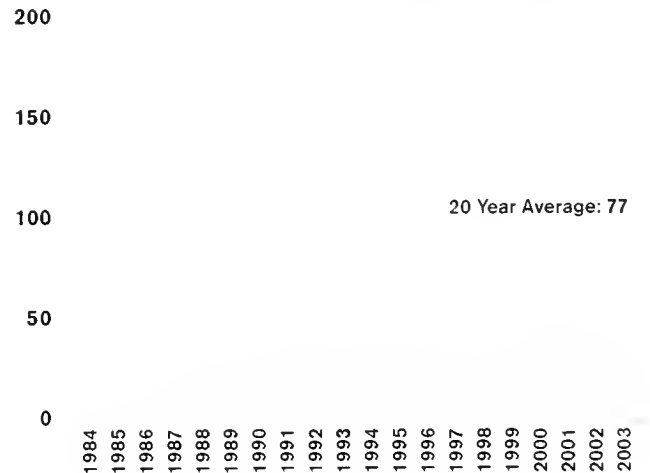
Crime Trends

Boston's crime statistics showed a number of significant improvements during 2003, including:

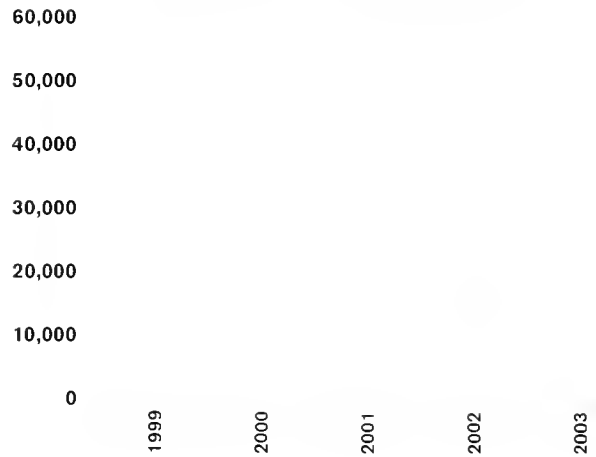
- Violent Crime remained significantly below Boston's 20-year average (Figure 1)
- Part I Crime--which the FBI defines as homicides, rapes, robberies, aggravated assaults, burglaries, larcenies, and vehicle thefts -- was down by 2% from 2002 (Figure 2 & Figure 3)



Crime Category	2002	2003	% Change
Homicide	60	39	-35%
Rape*	369	263	-29%
Robbery*	2,533	2,759	9%
Aggravated Assault	3,994	4,113	3%
Burglary*	3,830	4,344	13%
Larceny*	17,824	17,069	-4%
Vehicle Theft*	7,096	6,463	-9%



- Homicides decreased by 35%, to 39 incidents, the fourth lowest annual total in Boston since 1964. (Figure 4)

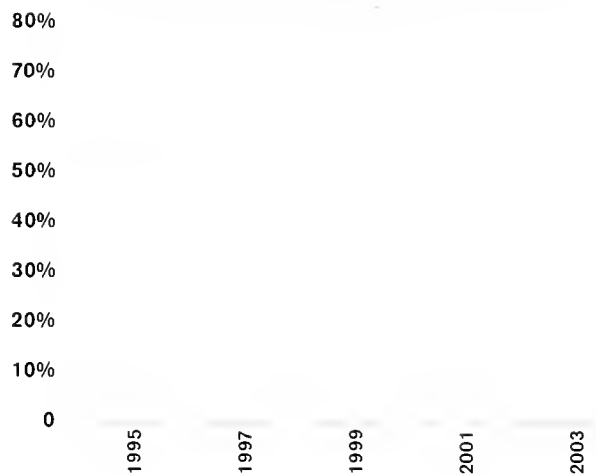


2003 Public Safety Survey Results

The Department also uses data to measure the success of its ongoing neighborhood policing efforts citywide. As part of this effort, The Boston Public Safety Survey has been conducted bi-annually by the Department since 1995. It helps to identify neighborhood crime issues, potential problem areas and the impact of crime and other factors on Bostonians' perceptions of their relative safety and overall quality of life.

Results from the 2003 Survey show that over 70% of Boston's residents feel safe walking alone in their neighborhoods at night. (Figure 5) Other findings included:

- 39% of respondents indicated that they knew the police officers who work in their neighborhoods by name or face,
- 69% of respondents indicated that they believe that the BPD is open to citizens' criticism or suggestions,
- 72% of respondents indicated that they had a favorable opinion of the BPD, and
- 82% of the respondents felt confident about the Boston Police Department's ability to prevent and solve crime.



Bureau of Field Services

Superintendent Bobbie J. Johnson

(617) 343-4300

The Bureau of Field Services includes:

- **Court Unit**
- **District Commands:**
 - Area A / Districts 1 & 7**
 - Area B / Districts 2 & 3**
 - Area C / Districts 6 & 11**
 - Area D / Districts 4 & 14**
 - Area E / Districts 5, 13, & 18**
- **Juvenile Detention Facility**
- **Neighborhood Crime Watch Unit**
- **Operations Division**
- **Special Events Planning Unit**
- **Special Police Division**

Bureau of Field Services personnel continued to deliver award-winning public safety services throughout Boston on a round-the-clock basis during 2003. Among the most visible were the front-line officers who compose BPD's patrol staff. Operating from 11 full-service neighborhood police stations, these men and women form the majority of the Department's 2,000 plus sworn and civilian staff. Whether working on foot, bicycle, or patrolling in a vehicle, they remain at the forefront of the Department's innovative prevention, intervention and enforcement efforts.

BFS personnel also receive and dispatch all of the Department's emergency 9-1-1 calls, plan hundreds of special events each year and perform a variety of other specialized functions. Some of these personnel compose: the Court Unit, the Special Police Division, the Neighborhood Crime Watch Unit and also staff Boston's Juvenile Detention Facility. Together, they all work to promote successful neighborhood policing efforts throughout Boston.

In 2003, BFS personnel worked closely with partners throughout the Department and beyond in preparation for the Democratic Party's national convention visit in

July of 2004. As part of these detailed measures, the BFS conference room at One Schroeder Plaza was transformed into a state of the art communications Command Center. Located just steps from the 9-1-1 Emergency Operations Center, its new multi-media capabilities now allow commanders to plan for, view, monitor and interact, in real-time, with on-site staff at major events or critical incidents. Multiple VCR, computer and DVD-based capabilities, as well as local and national media outlets and live dispatch information can all be accessed at the touch of a button. This new facility also includes interactive "smart board" and videoconferencing capabilities.

Citywide prevention and safety issues were also another ongoing theme. BFS personnel continued to cultivate strong positive relationships with young people and senior citizens in educational and recreational settings. They developed customized programs to meet the unique needs of diverse groups throughout the City. In September, BPD personnel worked with the Registry of Motor Vehicles as part of Operation Guardian Angel. Through their joint efforts, safety checks were again performed on all privately contracted vans used to transport Boston's school children. This year's sweep totaled 110 inspections, which resulted in numerous citations being written from the over 200 violations discovered.

For the third year in a row pedestrian accidents continued to drop, in part due to the ongoing success of Operation Crosswalk. In years past, Boston had averaged as many as 925 pedestrian accidents per year. Through this program, pedestrian safety on Boston's streets has been significantly improved by targeting motor vehicle offenses at high-incident intersections. Since its inception in 2001, BFS personnel have issued over 38,000 citations through this program alone, which has in turn helped to reduce pedestrian accidents by more than 10% and motor vehicle accidents by more than 5% in 2003.



Each year, Boston's many National Night Out events are coordinated and hosted by the Neighborhood Crime Watch Unit, or NCWU. In 2003, this citywide celebration of Boston's ongoing crime prevention efforts was again named as one of the Top Ten Cities participating nationwide. BPD has now received this honor every year for more than a decade.

NCWU personnel also facilitate police-community partnerships by helping concerned citizens organize themselves in their neighborhoods. In addition to empowering them with information and suggested tactics, NCWU staff also actively encourage positive interaction among neighbors. During 2003 they promoted a new program known as the "Citywide Dialogues on Boston's Racial & Ethnic Diversity." Additionally, over 50 new Crime Watch groups were formed to complement the over 1,000 of these groups which are already in existence throughout Boston.

District A-1

The District A-1 area includes the Theater District, Bay Village, Chinatown, and the North End. The area is a diverse mix of residential, commercial, and institutional uses. The Theater District is a major entertainment and cultural hub, while Bay Village and Chinatown are primarily residential. The North End is a mix of residential and commercial uses.

The Theater District neighborhoods often serve as a meeting point for a diverse cross-section of Bostonians. Requests for assistance come from local residents, office workers, visiting tourists and students, so A-1 staff members must successfully manage multiple and often conflicting public safety priorities on a daily basis. During 2003, one of the most important of these priorities was to improve the quality of life for those who live and work in the Theater District. This was accomplished primarily by assigning directed patrols to designated "hotspots" and by targeting known drug dealers through aggressive street-level enforcement.

Planned initiatives, such as Operations "Bunker" and "Ed Norton" in Charlestown, each netted multiple arrests and used search warrants to target drug distribution houses. Similarly, "Operation Vice Grip", "Operation Squeeze" and "Operation Wilbur" used ongoing strategies developed by A-1 personnel to combat prostitution and drugs in the areas of the Theater District, Bay Village and Chinatown. These joint measures specifically targeted prostitutes and their customers, since a strong correlation has been shown between drug sales and prostitution in the area. The use of search warrant operations in the area proved to be an effective strategy in moving criminals from downtown Boston streets.

In the past, District A-1's officers also worked closely with the community they serve. The District A-1 Advisory Committee includes representatives from each neighborhood who meet together regularly. Their meetings focus on localized crime statistics, and coordinated prevention measures they can use to improve their quality of life and address specific crime issues, such as auto theft. For example, officers worked with local residents to create and post crime prevention notices on vehicles throughout the district. They also placed "target hardening" tips in local newspapers, and formed a partnership with the Charlestown Cooperative Bank to distribute anti-theft devices to local residents at discount prices. These combined efforts helped to reduce A-1's overall vehicle theft by 14%, and by 17% in Charlestown.

After a series of sexual assaults in the North End, District A-1 Community Service Officers received Rape Aggression Defense Systems (R.A.D) training in the summer of 2003. The program provided self-defense classes for women in how to avoid an attack, or if necessary, how to confront individuals who would attempt to harm them. Since certification, A-1 officers have provided multiple four-week sessions of this instruction and also collaborated with C.H.A.D. (Charlestown Against Drugs) to bring the program to Charlestown. Through this partnership, C.H.A.D. purchased the R.A.D. instructional equipment for District A-1 personnel, which is now available to the entire Department. The combination of this training on risk awareness, risk reduction, risk recognition and risk avoidance, as well as improved knowledge among local residents are thought to have contributed significantly to A-1's 13% reduction in sexual assaults during 2003.



District A-1's Youth Service Office hosted a number of workshops for neighborhood young people at various community centers to specifically discuss "Drugs, Peer Pressure and Stranger Danger." Additional workshops have also been planned for neighborhood schools, community centers, clubs and housing developments. The subject matter for these presentations has been broken down into age-specific, drug prevention workshops and will be specifically geared to pre-teens, early-teens and mid-teen groups.

This kind of close collaboration with numerous community groups continued to be particularly effective. A-1 personnel worked with: the Chinatown Public Safety Committee, Downtown Waterfront Association, District A-1 Financial District Information Network, Bay Village Crime Committee, Midtown- Park Plaza Neighborhood Association, West End Civic Association, Mass. Pike Towers, Teradyne Incorporated and State Street Bank, as well as many others throughout the year. Their efforts achieved a number of positive results, including:

- Reduction of overall Part I Crime by 9%,
- Reduction of average incident response time by 12%, and,
- Recognition of Officers Flores and Williamson with Medals of Honor from both

- the City of Boston and the Commonwealth
- of Massachusetts. During a seemingly routine arrest in Chinatown on August 27,
- 2002, Officer Flores was shot twice by a violent, fleeing suspect. Her partner, Officer Williamson, worked with numerous other officers to secure life-saving medical assistance for her, while also assisting in the chase and capture of her assailant.

A-1 Part One Crime Comparison 2002-2003

Crime Types	2002	2003	% Chg.
Homicide	4	5	25%
Rape*	41	20	-51%
Robbery*	351	387	10%
Aggravated Assault	400	373	-7%
Burglary*	448	434	-3%
Larceny*	3,840	3,386	-12%
Vehicle Theft*	610	558	-9%
Total Part One	6,293	5,713	-9%

*Includes "Attempts"



Captain Claiborne and the East Boston Chamber of Commerce also co-hosted a community meeting on Commercial Robbery Prevention. The meeting, held at the St. Lazarus Youth Center, provided business owners and community residents with awareness tips to help prevent them from becoming victims. Members of the Office of Research and Evaluation, as well as the Major Case and Neighborhood Crime Watch Units were on hand to discuss the various methods people can use to prevent robberies or, in the case of a robbery, assist police in solving the crime.

With assistance from BPD's Graphic Arts Unit, A-7 continued to publish a vibrant quarterly newsletter for the residents of East Boston. This publication helps keep police and local citizens' groups in touch with one another including: the Salesian Boy's and Girl's Club, East Boston YMCA, East Boston Latino Coalition, North Harbor Children's Initiative, East Boston United, East Boston Safe Neighborhood Initiative, East Boston-Healthy Boston, the East Boston Neighborhood Health Center, the East Boston Area Planning Action Council (APAC), as well as numerous local churches, businesses, and neighborhood and civic associations.

A-7 Part One Crime Comparison 2002-2003

Crime Types	2002	2003	% Chg.
Homicide	3	1	-67%
Rape*	18	25	39%
Robbery*	115	155	35%
Aggravated Assault	213	265	24%
Burglary*	193	179	-7%
Larceny*	591	619	5%
Vehicle Theft*	356	309	-13%
Total Part 1	1,489	1,553	4%

*Includes "Attempts"

COMMUNITY POLICE REPORT

COMMUNITY POLICE REPORT
The following report is a summary of the activities of the community police units in the district during the month of July 2010.

During the month of July 2010, the district's community police units were active in the district. The district's B-2 Drug Control Strategy includes a close partnership with BPD's Youth Violence Strike Team, Boston Housing Police, Police and Fire Station 10, and the District's Youth Services Unit. The district's community police units were active in the district during the month of July 2010.

These measures have led to a decrease in the number of drug offenses in the district. The district's community police units were active in the district during the month of July 2010.

COMMUNITY POLICE REPORT

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Working closely with the community in a variety of innovative ways has continued to reap benefits for the district. In one new effort, partners such as Boston State University, MassHousing, the Grove Hall State Neighborhood Initiative, and a number of tenant, landlord, and real estate security groups all came together toward a common goal: increased safety and security for people in their homes. Known as the Grove Hall Housing Initiative, the effort quickly became a model for other districts, and to target repeat offenders and to give a warning to their fellow tenants. The district's community police units were active in the district during the month of July 2010.



In addition to the numerous law enforcement and community partners already noted, District B-2 personnel publish a quarterly newsletter, and also work closely with over 60 different Crime Watch groups. These groups do a great deal to facilitate improved relations with police in their neighborhoods. They are also major players in many of B-2's ongoing projects throughout the district to build a safer, healthier community. These efforts include diverse recreation and education projects with young people and senior citizens, as well as community-wide gatherings like National Night Out, the B-2 Community Forum, numerous holiday celebrations, and the B-2 Youth and Family Day which attracted over 2,100 attendees in 2003.

B-2 Part One Crime Comparison 2002-2003

Crime Types	2002	2003	% Change
Homicide	17	8	-53%
Rape*	78	57	-27%
Robbery*	368	402	9%
Aggravated Assault	832	825	-1%
Burglary*	549	543	-1%
Larceny*	1,822	1,928	6%
Vehicle Theft*	1,265	1,116	-12%
Total Part One	5,881	5,876	-0%

*Includes "Attempts"

District B

During 2003, District B-3 officers continued to focus on the reduction of crime in the Mattapan Square area. The district implemented a "zero tolerance" strategy, targeting "quality of life spots" with both foot, bicycle, and undercover patrols.

One of B-3's most significant achievements in 2003 was the capture of a suspect believed to be responsible for numerous commercial break-ins in the Mattapan Square area. From January through October of 2003, businesses in and around the Mattapan Square area were repeatedly robbed by an unknown individual who had typically gained access by breaking down doors, or entered from the roof.

Conditions in several low-rise commercial structures were identified as being a problem for several businesses overnight. Meanwhile, District B-3 detectives also became aware of the commercial break-in arrest on River Street in District E-18, not far from Mattapan Square. They submitted these fingerprints for comparison with the prints from the robberies they were investigating. In late December, B-3 officers apprehended this same suspect, while he was breaking into a business on Blue Hill Avenue. Evidence is being gathered to link this man to many other break-ins in the area, and tellingly, no additional commercial break-ins in Mattapan Square were reported once he was in custody.

In collaboration with the Suffolk County District Attorney's Office, the Massachusetts Departments of Probation and Parole, the Boston Housing Authority, and the state's Department of Youth Services, B-3 units also implemented a zero tolerance policy aimed primarily at youths trespassing, drinking, and loitering. Their ongoing efforts paid off, resulting in over 100 of these "quality of life improvement" arrests in 2003.

District-wide, B-3 officers also apprehended over 350 individuals wanted on over 1,000 warrants, and made in excess of 75 arrests for unlawful possession of firearms. All of these efforts contributed to an overall decrease in Part I crime as compared with 2002.

In addition to working with over 25 Crime Watch and neighborhood association groups, B-3's Community Service Office implemented two noteworthy programs in 2003. The first Girls' L.E.A.P., in collaboration with Wellesley College, is an empowerment program aimed at the community's female teen population. Its weekly classes gave participants new tools to cope with peer pressures surrounding a variety of issues in their every-day lives. The program also provided instruction on self-defense and methods to ward off unexpected attackers.



In another new program, youths get together weekly to study the field of electronic communications. The young people are introduced to the world of Hamm-Radio operations and learn how to monitor and participate in programs such as Civil Air Defense and disaster relief efforts. In addition, hands-on training in maintaining and repairing electronic equipment, and field trips are provided. The program is also sometimes used as an alternative for those required to perform community service.

B-3 Part One Crime Comparison 2002-2003

Crime Types	2002	2003	% Chg.
Homicide	15	7	-53%
Rape*	48	29	-40%
Robbery*	266	288	8%
Aggravated Assault	566	580	2%
Burglary*	287	325	13%
Larceny*	1,056	873	-17%
Vehicle Theft*	699	673	-4%
Total Part 1	2,937	2,775	-6%

*Includes "Attempts"



In 2003, District C-6 was fortunate to see three different officers receive prestigious awards. In June, Officer John Dailey received the Andrew Carnegie Award for heroism. In November, Officer Dailey also received the Semper Fidelis Society award for his actions above and beyond the call of duty in risking his own life to rescue an elderly South Boston resident from a raging fire. In October, Officer Dudley Hill received the Henry L. Shattuck Public Service Award for outstanding service to the City of Boston. In November, Lieutenant Maura Flynn was the recipient of the 10th Annual Theodore Roosevelt Association Police Award in recognition of her hard fought battle to return to the Boston Police Department after having suffered a life threatening injury earlier in her career. One other milestone was attained by Lieutenant William T. Morrissey when he was sworn in as a member of the Massachusetts Bar by Dorchester District Court Presiding Justice Sydney Hanlon.

Homicide	0	1	100%
Rape*	26	5	-81%
Robbery*	111	102	-8%
Aggravated Assault	236	233	-1%
Burglary*	225	219	-3%
Larceny*	1,137	1,091	-4%
Vehicle Theft*	431	380	-12%

*Includes "Attempts"

District C-11

Responding to calls for "shots fired", members of the District C-11 Drug Control Unit had begun to monitor the periphery of the crime scene when they observed a male suspect running toward the area. Spotting the officers, he dropped a handgun and attempted to flee. Later ballistics testing showed that the shots fired were not from his weapon, however it was suspected that he had been returning to the area for revenge. Having only recently been released from prison, the suspect was charged as a career criminal, indicted, and returned to incarceration.

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In response to a growing problem of financial robberies, the District C-11 and detectives launched a coordinated effort to identify and capture the perpetrator. BPD's Office of Research and Evaluation, the BIS Patrol Car Unit, Operations Dispatchers, and patrol officers from multiple districts all played key roles.

Armed with information from these sources, and multiple witness descriptions, detectives finally got a break in the case: the suspect was said to be very distinctive in his appearance, methods, and tools. He had also used an identifiable vehicle to flee his last robbery. Police officers located this car, neighbors pointed out the suspect's address. Though he attempted to flee, he was quickly caught. Investigators discovered additional evidence linking him to dozens of the robberies, as well as firearms and auto theft violations from multiple outstanding warrants for his arrest.

Working in close collaboration with community partners, and maintaining a continuing focus on quality of life crimes continued to aid District 11's staff as well. In 2003, one particularly effective measure of success in this area was the volume of the response received for C-11's new noise reduction program. Always a problem, particularly during warm weather, loud parties had become more than a nuisance for many neighborhood residents. In addition to noise, traffic, and large gatherings of people, many of the parties had become notorious for the alcohol and drug-fueled violence they often helped to initiate.

In response to this growing problem, C-11 set up a noise reduction hotline, and used a dedicated "Party Car" on weekends to deal with the service calls. After over 500 calls and numerous preventive arrests, the proactive policing of these events has proved to be both popular and effective.



Though such efforts often receive little attention, many officers do a significant amount on their own to aid those less fortunate than themselves. These small kindnesses take place every day, but when such combined efforts help over 100 low-income families to celebrate the holidays, it is particularly laudable. Whether through donated turkey dinners, or toys for the 300+ children who eagerly attended the District C-11 Christmas Party, both the officers and the community profit from such thoughtfulness and generosity. These activities also provide one more example of the community spirit which embodies BPD's successful neighborhood policing efforts citywide.

City Hall Case Crime Comparison 10-2008

Crime Category	2007	2008	Change
Homicide	10	6	-40%
Rape*	57	47	-18%
Robbery*	356	393	10%
Aggravated Assault	576	629	9%
Burglary*	524	552	5%
Larceny*	1,661	1,687	2%
Vehicle Theft*	1,062	927	-13%

*Includes "Attempts"

District D-4

During 2003, District D-4 personnel continued to work closely with the Boston Municipal Court, Probation, Parole, the Department of Youth Services, Boston Housing Authority Police, and BPD's own Youth Violence Strike Force. These collaborative efforts helped to reduce Aggravated Assaults by 11%, Calls for Service by 8%, and facilitated over 1,780 arrests.

D-4 personnel formed an "Impact Team" to target, reduce, and deter violent crime. Officers from the Boston Medical Center (BMC), Probation, Parole, the Department of Youth Services, Boston Housing Authority Police, and BPD's own Youth Violence Strike Force are all integral parts of this collaborative law enforcement team. Together they target individuals who have committed significant crimes using tools such as warrant apprehension, probation restrictions, curfews, no-trespass orders, home visits and field interviews. Close communication and the regular exchange of information among Team members contribute to their ongoing success.

During 2003, information supplied by local property managers is used to observe and investigate allegations of drug dealing in the Castle Square area. As a result the D-4 Drug Unit was able to arrest several drug offenders on Halloween night. A similar coordinated effort was required for two significant "shots fired" incidents earlier in the year. By consistently analyzing the inter-relationships, arrest histories, and territory issues among local criminals, D-4 officers were able to identify and arrest suspects in these linked incidents as well. Similarly, Boston Municipal Court and Probation officers assisted in the identification of two suspects involved in the shooting of a pregnant woman at the Massachusetts Avenue MBTA station. Their familiarity with area offenders continues to be invaluable in investigations leading to significant arrests.

Because of its urban location and the experience and skill of its personnel, District D-4 is often called upon to be a "test case" for state of the art technologies and innovative strategies. In 2003, District 4 completed its first full year of implementation for a new Electronic Application for Criminal Complaint process in collaboration with the Boston Municipal Court. This program electronically submits arrest, complaint, arrestee profile, and virtually all other relevant data pertaining to an offender from the point of intake (BPD) to those involved in the case's eventual disposition at the District or Superior Court level. This "e-submission" capability connects police directly to the Boston Municipal Court and provides electronic links from the arresting officer to the Duty Supervisor, Case Supervisor, Clerk Magistrate, and Prosecuting Attorney. In effect it has created an extremely useful electronic footprint for the entire arrest and prosecution process.

During 2003, D-4 staff also tested out two new modes of officer transport: a BMW motorcycle for routine, street-level patrol work, as well as an electric golf cart. The cart is designed to provide officers with greater mobility in covering both highly congested and low-traffic areas, such as a busy shopping district or the Southwest Corridor Park. A second electric golf cart is expected in the coming months.



Safety and prevention efforts were also ongoing mandates at D-4 during 2003. Its personnel continued successful programs such as Cops in Shops, and the Campaign to Stop Underage Drinking, via informational visits to nearly 200 establishments where liquor is sold.

The Junior Police Academy, the CHIPS identification program, and a variety of recreational, athletic and cultural activities brought both children and their parents into meaningful and positive contact with D-4 officers. Over 300 women received Rape Aggression Defense System instruction, and the pedestrian safety program known as Operation Crosswalk again comprised a significant percentage of the more than 10,000 moving violations written by D-4 personnel.

D-4 staff also continued to work closely with numerous community and civic groups such as the Parkland Management Advisory Committee, the Back Bay Security Network, the Back Bay Association, the South End Business Alliance, Washington/Gateway Main Streets, as well as a variety of other neighborhood associations, Crime Watch groups, and university police departments.

Homicide	2	4	100%
Rape*	42	31	-26%
Robbery*	468	474	1%
Aggravated Assault	444	393	-11%
Burglary*	635	859	35%
Larceny*	3,887	4,235	9%
Vehicle Theft*	843	860	2%

*Includes "Attempts"

District D-14

...the most densely populated areas of the City, and the largest number of people of all nationalities. District D-14 personnel continued to lead the City in reducing traffic accidents. As a result, motor vehicle and pedestrian accidents were significantly reduced in the program period. Led by D-14 personnel,

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Throughout the year events, District D-14 personnel also worked diligently to provide a safe atmosphere at numerous special events. This included parking, traffic, and crowd control for athletic and other events at Boston College, as well as throughout the Boston Breakers women's soccer league season at Boston University's Nickerson Field.

In addition to these, D-14's officers were also key participants in the detailed arrangements necessary to welcome the Premier of China and other dignitaries during visits to Harvard University.

D-14 Part One Crime Comparison 2002-2003

Crime Types	2002	2003	% Chg.
Homicide	1	1	0%
Rape*	15	16	7%
Robbery*	173	120	-31%
Aggravated Assault	182	175	-4%
Burglary*	439	569	30%
Larceny*	1,485	1,116	-25%
Vehicle Theft*	384	350	-9%
Total Part 1	2,679	2,347	-12%

*Includes "Attempts"

... prevention
... District 5's
... which also contributed to a
... thefts.

... area identified by
... Planning process was the depth of
... concerns regarding roadway and
... issues. District 5's officers had
... identified a strong correlation between
... vehicle stops and a decrease in car
... . They used this information to redouble
... the "Target Tango" traffic enforcement
... they focused on speeding and other
... offenses, and conducted over 12,000
... in 2003. Looked at in another way, from
... 2002 to 2003, District E-5 personnel increased their
... vehicle stops by 50%, while also decreasing
... vehicle accidents throughout the district by more
... .

... with community members was
... several other programs at District
... One of the most successful of these efforts was
... new Youth Job Fair, hosted by the E-5
... Service Office. It featured the participation
... of local business owners, as well as
... from community organizations such as
... Roshdale, Boston Main Streets, and the
... Business and Professional Association.
... measure of its success, more than 50
... received jobs at local supermarkets,
... restaurants, and other neighborhood
... from the Job Fair. One pleasantly
... was heard to exclaim: "I can't believe
... to my first job!"



At the same time, District 5 continued to expand its efforts to address several ongoing neighborhood concerns or quality of life issues. Its "Operation Zero Tolerance" focused on underage drinking through a comprehensive plan which:

- Educated vendors who sell liquor,
- Targeted adults who procure alcohol for minors,
- Patrolled locations where minors congregate to consumer alcohol, and
- Educated community groups and parents.

As a result, hundreds of minors were prevented from engaging in illegal activity, numerous adult arrests were made, citations were issued to non-compliant vendors, and community awareness of the problem was increased through multiple educational meetings and forums.

One of the many groups that District 5 worked very closely with during 2003 was the West Roxbury Public Safety Coalition or WRPSC. This group helped E-5 officers to warn and educate the District's elderly population about various scams and rip-offs used

to target senior citizens. WRPSC also partnered with District 5 to encourage local stores to install video surveillance systems. This multi-year effort has already resulted in a dramatic increase in the number of businesses which have installed such systems, and such efforts also facilitated the effectiveness of "Operation Baited Hook". This initiative concentrated on retail businesses which had been robbed multiple times in the past, and resulted in the capture of an armed, masked perpetrator who had robbed a neighborhood convenience store.

Homicide	4	4	0%
Rape*	8	8	0%
Robbery*	74	95	28%
Aggravated Assault	117	145	24%
Burglary*	161	163	1%
Larceny*	506	453	-10%
Vehicle Theft*	383	335	-13%

*Includes "Attempts"

The District E-13 Community Mediation Program has assisted numerous local residents in finding ways to peacefully resolve their disputes. Whether the disagreements were between a landlord and tenant, antagonistic neighbors, estranged family members, or arose from other circumstances, the involvement of a respected third party often helped them to quickly mediate a satisfactory result for both sides.

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One of District E-13's strengths has been the willingness of its personnel's to work closely with the community. Their cooperative efforts have included routine information sharing, solicitation of grant monies, and the co-development of strategies to achieve the joint goals outlined in E-13's Strategic Plan. Many of these efforts have focused on ways to address quality of life concerns, such as traffic enforcement. In 2003, E-13 officers issued over 8,200 moving violations, as well as an additional 8,622 parking violations. They also took pride in again having a Crime Watch group from Jamaica Plain rewarded as one of the "Top Ten" such groups in Boston.

E-13 officers also work closely with diverse groups such as Urban Edge Community Development, and the Jamaica Plain Business Association, as well as the Franklin Park Coalition, the Egleston Square Y.M.C.A., and the Hyde Square Task Force.

E-13 Part One Crime Comparison 2002-2003

Crime Type	2002	2003	% Chg.
Homicide	2	2	0%
Rape*	17	9	-47%
Robbery*	161	205	27%
Aggravated Assault	228	257	13%
Burglary*	212	228	8%
Larceny*	1,136	989	-13%
Vehicle Theft*	642	550	-14%
Total	2,388	2,265	-7%

*Includes "Attempts"



One of District 18's most important achievements has been the ongoing emphasis which its personnel place on building and maintaining successful partnerships with diverse groups throughout the community. Some of these include: The Re-inventing Justice Program with the West Roxbury Court, and the Hyde Park High Roundtable, which meets regularly to discuss students who are having problems, and find possible solutions.

E-18 personnel also regularly collaborate with the DYS Task Force, numerous local Crime Watch groups, and the Orange Line Task Force. Business and neighborhood groups are also well represented via close liaison with groups like Hyde Park Main Streets, the Hyde Park Board of Trade, the Sacred Heart Community Group, and the Hyde Park Neighborhood Association.

E-18 Part One Crime Comparison 2002-2003

Crime Types	2002	2003	% Chg.
Homicide	2	0	-100%
Rape*	19	16	-16%
Robbery*	90	138	53%
Aggravated Assault	200	238	19%
Burglary*	157	273	74%
Larceny*	703	692	-2%
Vehicle Theft*	421	405	-4%
Total Part 1	1,592	1,762	11%

*Includes "Attempts"

In addition to processing over 461,500 emergency 9-1-1 calls, in as many as 58 foreign languages in 2003, the Operations Division also handled over 6,400 stolen car reports and nearly 56,000 towed vehicles. Its Neighborhood Interaction Unit also processed over 18,500 additional incident reports via telephone, freeing up thousands of additional man-hours for use in the Department's ongoing community policing initiatives in neighborhoods throughout Boston.

Operations personnel use advanced equipment such as a VESTA computerized telephone-answering system, along with an "Enhanced 9-1-1" computer system, and a recently upgraded Computer Aided Dispatch (CAD) system to answer this high volume of emergency calls around the clock. The Teletype Unit is linked directly to state and nationally-based computer systems, such as the Criminal Justice Information System (CJIS) and the National Crime Information Center (NCIC). Through these interactive data-centers they can query, enter, locate, and cancel notices regarding stolen property. These systems are also used extensively to exchange and monitor administrative messages with other law enforcement agencies, both locally, and across the country.

Beginning in 2000, and continuing into 2003 and beyond, the Operations Division has taken a number of steps to hire and train the 60 civilians who will eventually replace police officers as the Department's emergency dispatchers. Thus far, more than 30 of these new civilian dispatchers are already on the air, with more scheduled to start during 2004. These dispatchers have not only freed up literally dozens of police officers for reassignment throughout the community, but have also helped the Department to maintain the high quality of its dispatch services, while also significantly lowering their overall cost.

Of necessity, training in the Operations Division is extensive and ongoing. New police dispatchers are first trained in the workings of each of the communications systems noted above. Then they undergo a certification process by the Commonwealth of Massachusetts. They also receive training and certification on standards set by the national Association of Public-Safety Communications Officers (APCO) for Emergency 9-1-1 call-handling procedures. Soon, all BPD 9-1-1 Call-Takers will also receive additional Criminal Law instruction from staff members at BPD's Police Academy.

The Operations Division Tape Librarian maintains the Tape Room where all police channels and 9-1-1 lines are taped on a twenty-four hour basis. In 2003, the Tape Librarian made over 3,400 cassette tapes of 9-1-1 calls for administrative and criminal investigations and testified in numerous court proceedings.

Operations Statistics during 2003:

- Processed 325,128 emergency 9-1-1 calls
- Processed 100,054 wireless 9-1-1 calls
- Processed 48,672 abandoned 9-1-1 calls
- Processed 6,463 Stolen Car Reports
- Processed 55,821 Towed Vehicles
- Processed over 3,483 request for 9-1-1 tapes
- Processed calls in 40 foreign languages

The Operations Division works closely with numerous other health, public safety, and government agencies located in Boston and throughout the New England region. Some of these include: Boston Fire Alarm, Boston Emergency Medical Services, the Boston Fire Department, Boston Housing Authority Police, Boston Municipal Police, the Massachusetts State Police, numerous local college and university police departments, and the National Park Service. Operations personnel also work closely with personnel

from BPD's own Information System Group, the Offices of Media Relations, and Research and Evaluation. The Emergency Operations Center is also a popular destination for tours by members of Citizens' Police Academies, local Police Explorer Scouts, and community groups and other visitors from around the world.



The Bureau of Special Operations includes:

- **Mobile Operations Division**
- **Tactical Support Division
(Mounted Unit, K-9 Unit)**
- **Youth Violence Strike Force**
- **Environmental Safety Division
(Haz-Mat Unit, Harbor Patrol,
Explosive Ordnance Unit)**
- **School Police Unit**

Personnel in BSO's specialized units take great pride in the fact that the Department entrusts them with many of its most challenging and potentially dangerous assignments. These can include everything from executing high-risk warrant apprehensions, to securing and neutralizing explosive devices, dealing with hazardous materials, escorting natural gas tankers, or providing security for scenes as varied as presidential motorcades or classrooms at a middle school. In each of these situations, BSO personnel successfully respond to a diverse set of public safety challenges, and work collaboratively with numerous agencies, groups, and individuals throughout Boston each day.

The Youth Violence Strike Force's efforts during 2003 remained solidly focused on preventing violent crime in Boston, and particularly on eliminating firearm and drug-related violence among its young people. Through its regular Gang Intelligence meetings, along with the parallel track of the Unsolved Shootings Project, and their own surveillance and intelligence gathering activities, YSVF personnel were able to make over 1,000 arrests in 2003. From these arrests over 70 firearms were recovered, along with over \$100,000 in seized proceeds from criminal activities. As noted elsewhere in this report, Boston's highly regarded Re-Entry Initiative has also successfully focused a number of combined proactive strategies on preventing recidivism among offenders as they return to their communities from prison.

The Department's Mobile Operations Patrol (M.O.P.) remained highly active in 2003 by participating in numerous special events throughout the City, mounted on their highly visible Harley Davidson motorcycles. In this capacity they provided escorts, dignitary protection, and traffic enforcement assistance, including the issuance of more than 35,000 motor vehicle citations. As members of the Department's elite Entry Team, M.O.P. personnel also continued to develop teaching proficiencies in hostage rescue and other related tactics via a new regional collaborative effort which now includes over 80 other jurisdictions. Together this group is developing and implementing innovative new techniques in S.W.A.T., crowd control, and motorcycle operations.

BSO's School Police Unit again used a variety of innovative means to keep the peace in Boston's public schools. In-depth training from the Secret Service in Washington, D.C. facilitated their ongoing use of Student Threat Assessment Teams (STAT). Working in collaboration with psychologists from the Boston Public Schools, these teams successfully researched a variety of potential violent threats, intervened and defused numerous potentially volatile situations, and also recovered two firearms.

Similarly, Operation Homefront used the successful tactic of home visits, and incorporated the Department's continuing strong partnerships with the local faith community in a further effort to eliminate the threat of violence in Boston's schools. Whenever school administrators identify at-risk students, a pairing of police and clergy members quickly springs into action to visit the young person at home. The goal of these visits is to engage family members and other community resources in addressing the student or family's perceived problems. Often, the student will be encouraged to receive tutoring, counseling, or other forms of support from groups like Youth Opportunities-Boston, and the Youth Services Providers Network.



Another collaborative effort in cooperation with the MBTA Police focused on students' safety while making their way to and from school, and particularly on eliminating the potential for violence on the MBTA's buses and trains. This StopWatch program put young people on notice that their activity while commuting would now be as subject to review by their schools as their behavior in the classroom. In addition to increased patrols by School and MBTA Police around school closing times, BPD's Office of Research and Evaluation now regularly compiles monthly data which enables enhanced monitoring of individual MBTA stations and routes, and to help police and individual schools to work together more effectively on specific problems areas identified by time of day, geography, etc.

As an integral part of BPD's effective policing strategies throughout the City, several Bureau of Special Operations (BSO) units have also assumed additional responsibility for many of Boston's domestic preparedness functions in 2003 as well. For example, the Explosive Ordnance Unit dealt successfully with over 240 calls for service, including almost 90 specific bomb threat incidents. The Bomb Squad also

participated in comprehensive training exercises at the federal Hazardous Devices School in Huntsville, Alabama, and has hosted numerous informational safety and awareness seminars for local businesses and other organizations. The Bomb Squad is also slated to host an intensive, day-long, Explosive Demonstration Day at Fort Devens with members of the FBI and the Massachusetts State Police Bomb Squads.

Similarly, the Canine and Mounted Units have both increased their capability to be used for tactical response and crowd control measures in addition to their more traditional roles in the past. These additional training and deployment opportunities have also allowed both the officers in these units and their canine and equine counterparts to receive accolades for their visibility, mobility, and versatility, as well as their unique abilities to interact successfully with members of the public. At diverse neighborhood events throughout Boston, they continued to be well received. Plans are now also underway to deploy these units more often in neighborhood settings as well, so that they can also use their skills to assist district-level personnel in neighborhoods throughout Boston on a regular basis.

The City of Boston was selected during 2003 to receive federal funding from the U.S. Department of Homeland Security's (DHS) Urban Areas Security Initiative II, or UASI. This program helps large urban areas address their essential anti-terror equipment, planning, exercise, training, and operational needs. It also assists them in building enhanced and sustainable capacities to prevent, respond to, and recover from threats or acts of terrorism, including chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents. Boston was one of only 29 cities across the country to receive this special designation.

Through this initiative, the Boston Urban Area will receive a total of \$16.6 million in funding to support the development of effective responses to such threats. To secure this funding, the City of Boston first completed a comprehensive capabilities and risk assessment for the entire urban area in October. This was followed up with the development of a more formalized and detailed Boston Urban Area Security Strategy, based on the needs identified in the initial assessment.





The Department continues to work closely with the Commonwealth's Executive Office of Public Safety, DHS, and the eight neighboring communities (Brookline, Cambridge, Chelsea, Everett, Quincy, Revere, Somerville, and Winthrop), which comprise Boston's formal Urban Area. This UASI Working Group includes representatives from nearly a dozen separate disciplines, including public safety, public health, and other basic city services. The Department also continues to work directly with the Mayor's Office to oversee the structure and specific processing requirements necessary to successfully administer Boston's UASI grant monies.

To date, approximately \$1.7 million in UASI funds have already been received. These funds have been used to support ongoing assessment and strategy development phases of the initiative, along with the purchase of specialized equipment. Additional UASI funding will be used to support ongoing anti-terrorism training exercises, as well as other homeland security-related improvements throughout Boston and its Urban Area partner communities.

In October of 2003, the International Association of Chiefs of Police (IACP) recognized the excellence of two BPD programs. Both the Department's Re-entry Initiative, and its Unsolved Shootings Project were ranked among the very best policing initiatives in the world. The Boston Re-entry Initiative received the annual ITT Night Vision Community Policing Award, one of the most prestigious awards in law enforcement. The Unsolved Shootings Project was selected as a finalist for IACP's Webber Seavey Award, an award that the Department received in 1999 for its well-known Operation Cease Fire youth violence prevention program.

IACP presented these awards during its annual meeting in Philadelphia. Its selection committee chairperson, Gary Kempher, noted that Boston's Re-entry Initiative was the finest example of a re-entry program he had seen. The program was developed as a partnership among the Boston Police Department, the Suffolk County Sheriff's Department, and several local faith-based organizations. Its goal is to prevent recidivism among offenders as they return to their communities from prison. Modeled on the success of Operation Cease Fire, the Re-entry program uses a carrot and stick approach. Participating offenders are offered assistance in finding employment, and also receive counseling and other services. However, they are also warned that if they choose to re-offend, they will be swiftly and severely prosecuted.



The Unsolved Shootings Project is one of the Department's most promising new initiatives to prevent firearm violence. It recognizes that a relatively small number of people are actively involved in a disproportionately large number of firearm incidents. Designed to stop cycles of retaliatory violence before they can happen, it focuses on this known population of violent individuals. Personnel from units throughout the City gather on a regular basis to share information and resources. Together, they focus quick and intense attention on cases of firearm violence where retaliation is thought to be likely. They work to remove perpetrators and potential victims from these kinds of situations before additional acts of violence can take place. Boston has already experienced a 25% decrease in unsolved shootings cases in recent months as just one result of these ongoing prevention, intervention, and prosecution efforts.



Numerous BPD staff members donate their time, money, and talents to a variety of charitable causes throughout the year. The community spirit they help to foster not only benefits the officers themselves, but also the communities they serve. These ongoing efforts have also become an important part of the Department's successful neighborhood policing efforts citywide.



Sergeant Charles L. Byrne District B-3
Police Officer Robert J. Welby District B-3
Police Officer Dennis C. Cogavin District B-3

The Department Medal of Honor in Memory of
The Boston Police Relief Association Memorial Award
Sergeant Charles R. Daly District C-6
Police Officer Daran D. Edwards District E-13
Police Officer Thomas E. Sullivan District C-6

The Department Medal of Honor in Memory of Detective Roy J. Serger
The Boston Police Relief Association Memorial Award
Police Officer James J. Morrissey District E-5
Police Officer James D. Harris District E-5

The Department Medal of Honor in Memory of Detective Thomas J. Gill
The Boston Police Relief Association Memorial Award
Sergeant Detective Robert P. Harrington B.I.S.-Homicide Unit

The Department Medal of Honor in Memory of Detective Sherman C. Griffiths
The Boston Police Relief Association Memorial Award
Detective Robert J. Kenney B.I.S.-Homicide Unit

The Department Medal of Honor in Memory of Police Officer Louis J. Metaxas
The Boston Police Relief Association Memorial Award
Sergeant John H. Danilecki District B-2
Police Officer Michael R. Doyle District B-2
Police Officer Adam C. Gill District B-2
Police Officer Michael R. Mylett District B-2

The Department Medal of Honor in Memory of Detective John J. Mulligan
The Boston Police Relief Association Memorial Award
Police Officer Jason S. Gilmore District E-5

The Department Medal of Honor in Memory of Police Officer Thomas F. Rose
The Boston Police Relief Association Memorial Award
Police Officer Alvin S. Holder District B-3
Police Officer Earl G. Jacob District B-3
Police Officer Eric McPherson District B-3

The Department Medal of Honor
The Boston Police Relief Association Memorial Award

Police Officer Paul J. Bercume District E-5
Police Officer Albert C. Christie District E-5

The Department Medal of Honor
The Boston Police Relief Association Memorial Award

Police Officer Robert Cappucci District D-14

The Department Medal of Honor in Memory of Sergeant Thomas P. Conroy
The Boston Police Relief Association Memorial Award

Police Officer James A. Griffin District A-7

The Mayor's Medal of Excellence
The Boston Police Relief Association Memorial Award

Police Officer Matthew J. Conley District E-13
Police Officer Joseph Marrero District E-13

The William J. Taylor Meritorious Service Award
The Boston Police Relief Association Memorial Award

Police Officer James R. Sheehan District B-2
Police Officer Brian M. Smigielski District B-2

Commissioner's Special Citation
Detective Joseph W. Dahlbeck B.A.S. - Information Technology Division

Henry L. Shattuck Public Service Award
Police Officer Dudley N. Hill District C-6
Maureen M. Yamartino Crime Laboratory

Theodore Roosevelt Association Boston Police Award
Lieutenant Maura J. Flynn District C-6
Dep. Supt. Marie L. Donahue Bureau of Internal Affairs

State Trooper George L. Hanna Medal of Honor
Police Officer Zenaida Flores District A-1
Police Officer Carlton A. Williamson District A-1

State Trooper George L. Hanna Medal of Valor
Sergeant Detective Daniel M. Keeler B.I.S. - Homicide Unit
Police Officer Stephen Rioux District B-3
Police Officer Gregory D. Dankers District B-3

In 1994, Boston's well-known and award-winning Neighborhood Policing model was still very new. Incoming Police Commissioner Paul Evans had wisely decided not only to continue the community policing themes begun by his predecessor, William Bratton, but also to place a special emphasis on broadening and deepening them. The successes generated through close partnerships with other law enforcement, the local faith community, and numerous citizen groups in neighborhoods throughout Boston soon began to pay off with positive results. These programs would do much to reshape not only the Boston Police Department in the years to come, but also the City it serves:



- 1994: First "Summer of Opportunity" program sponsored by John Hancock
- 1995: The Boston Gun Project begins regular meetings with the YVSF
- 1996: Operation Cease Fire begins
- 1997: BPD moves into new Headquarters facility at One Schroeder Plaza
- 1998: Crime Analysis Meetings and Beat Team strategy help to promote "best practices"
- 1999: BPD receives Webber Seavey Award For Quality in Law Enforcement from IACP
- 2000: Boston's Dorchester District Court selected by DOJ for national pilot program
- 2001: Robert Wood Johnson Foundation helps to document "The Boston Strategy"
- 2002: A new Re-Entry Initiative, and other programs help to reinvigorate community partnerships
- 2003: Commissioner Evans selected to head U.K.'s Police Standards Unit
- 2004: Kathleen O'Toole named as Boston's first female Police Commissioner

	Dep. Supt. Paul Farrahar	
	Ann Felzoni	
	Sgt. James Fitzgerald	P.O. William Murray
	Capt. Det. Maurice Flaherty	Det. Martin Nee
Sgt. Gerald Abban	Sgt. Paul Flaherty	P.O. Robert Nee
William Anderson	Det. Charles Fleming	P.O. James E. Nugent
P.O. Raymond Armstead	P.O. John Fleming	P.O. John O'Brien
P.O. Philip Arthmann	P.O. William Flippin	Sgt. William O'Connell
P.O. Robert Bagley	P.O. Thomas Foley, Jr.	P.O. John O'Keefe
P.O. William Battos	P.O. Irma Foster	P.O. Stephen O'Malley
P.O. Frederick Bollen	Muriel Galvin	P.O. Joseph O'Malley
P.O. James Bonner	Lt. Jose Garcia	Det. Lawrence Pacino, Jr.
Lt. Det. John Boyle	P.O. William Gaughan	P.O. James Parker
Det. George Brown	Det. Joseph C. Geary	Idella Payne
P.O. Sherman Brown	Det. Thomas Gleason	Det. John Pierce
Sgt. Thomas Burke	Virginia Gleeson	Sgt. Det. Richard Pugsley
Patricia Butler	P.O. Joseph Gray, Jr.	Lt. John Paul Rice
P.O. Joseph Campisi	Sgt. Joseph Griffin	P.O. Thomas Richardson
Sgt. Donald Carter	P.O. John Griffith, Jr.	P.O. Robert Richardson
Det. William Carter	P.O. Daniel Hagerty	Dep. Supt. Laurence Robicheau
Sgt. Roy Chambers, Jr.	Caroline Hainline	David Rocha
Sgt. James Coakley	Det. William Hartford	P.O. Alicia Schepici
P.O. Michael Collins	Sgt. James Heffel	Det. John Scott
Lt. Robert Conlin	P.O. Michael Hurley	P.O. Gerald Sheldon
Capt. Ronald Conway	P.O. Richard Ingersoll	P.O. John Slattery
P.O. Francis Corbosiero	P.O. Thomas Johnson	P.O. William Smith
Lt. Det. Paul Corboy	Lt. Thomas Kelley	Sgt. Det. Herbert Spellman
Sgt. Brendan Craven	P.O. Sheila Kelley	Capt. Roger Spring
Lt. John Crossen	Lt. James Kelley	P.O. Daniel Sullivan
Capt. Thomas Crowley	Lt. Det. George Kelly	P.O. Daniel Sullivan
Sgt. Stephen DaCorta	P.O. James Kenneally	Det. Edward Szalno
P.O. Kenneth Daley	P.O. William Kenney	P.O. Robert Thistle
Capt. Frederick Daniels	Det. Mark Lawless	Lt. Robert Thompson
P.O. Francis DeSario	P.O. Bonita Leonard	P.O. John Tracey
Supt. Ann Marie Doherty	Sgt. George Lotti	P.O. George Travis
Sgt. Howard Donahue	P.O. John Lyden	Det. Gerald Vanderwood
P.O. Edward Donahue	Capt. Thomas Lydon	Sgt. Det. Eileen Vanderwood
Lt. Vincent Donohoe	Lt. James MacDonald	Dep. Supt. Phillip Vitti
Det. Daniel Donovan	Sgt. Det. Jeremiah Manfra	Sgt. Det. Eugene Wade
P.O. Joseph Donovan	Ronald Mason	Sgt. Det. John Walsh
Capt. Stephen Doris	Sgt. Loman McClinton, Jr.	Det. Richard Walsh
Sgt. Richard Doyle	P.O. Francis McDonough	Sgt. Det. Maria Walsh
Det. Edward Doyle	P.O. Paul McDonough	P.O. Francis Walsh
P.O. Patrick Duffy	Det. Patrick McDonough	Lt. Charles Webb, Jr.
Sgt. Det. Walter Duggan	Captain Stephen Edward McNelley	P.O. Edward White
Police Commissioner Paul Evans	P.O. William Meehan	P.O. Preston Williams
	P.O. Peter Mugford	P.O. Robert Yanovitch
	Det. Joseph Mugnano	
	Sgt. Dennis Murphy	
	P.O. Kevin Murphy	

Detective Raiford D. McMillan

Detective Raymond T. Jackman

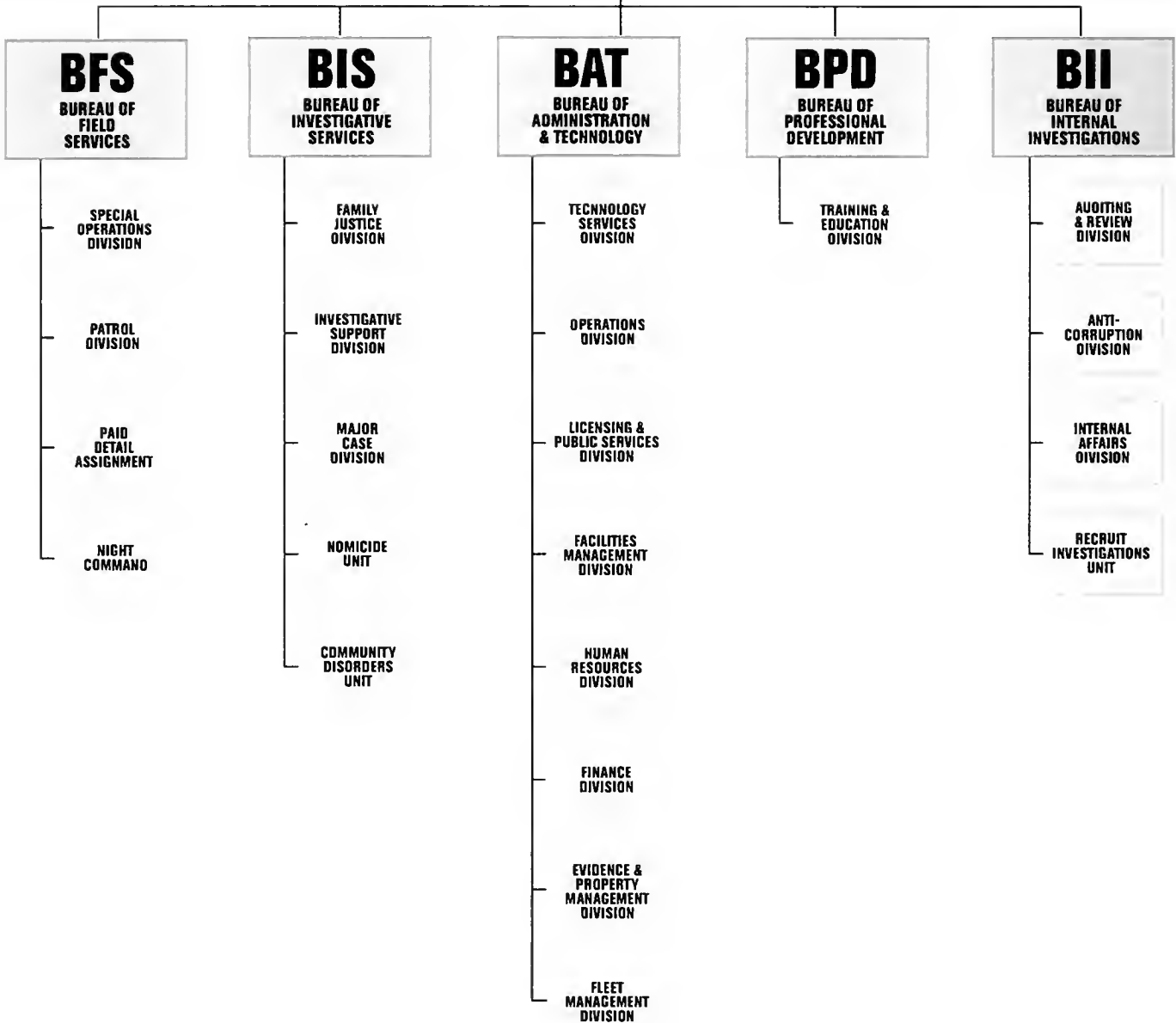
"But those rare souls whose spirit gets magically into the hearts of men, leave behind them something more real and warmly personal than bodily presence, an ineffable and eternal thing. It is everlasting life touching us as something more than a vague, recondite concept. The sound of a great name dies like an echo; the splendor of fame fades into nothing; but the grace of a fine spirit pervades the places through which it has passed, like the haunting loveliness of mignonette."

-- James Grover Thurber (1894-1961)

A-1	343-4240	40 New Sudbury Street Beacon Hill, Charlestown, Chinatown, North End, Bay Village, Financial District		
A-7	343-4220	69 Paris Street East Boston	343-4500 343-4577	Office of the Police Commissioner Bureau of Administration and Technology
B-2	343-4270	135 Dudley Street Roxbury, Mattapan, North Dorchester	343-4300 343-4526 343-4497 343-4410	Bureau of Field Services Bureau of Internal Investigations Bureau of Investigative Services Bureau of Professional Development
B-3	343-4700	1165 Blue Hill Avenue Dorchester, Mattapan	343-5646 343-5043	Special Operations Chief Administrative Hearings Officer
C-6	343-4730	101 West Broadway Street South Boston		
C-11	343-4330	40 Gibson Street Dorchester	343-4661 343-4379 343-4665 343-4610	Central Supply Facilities Management Finance Fleet Management
D-4	343-4250	650 Harrison Avenue Back Bay, South End, Fenway, Lower Roxbury	343-4475 343-4677 343-4545 343-4550	Hackney Carriage Human Resources Labor Relations Legal Advisor
D-14	343-4260	301 Washington Street Allston, Brighton	343-4520 343-4520 343-4530	Media Relations Neighborhood Crime Watch Research & Evaluation
E-5	343-4560	1708 Centre Street Roslindale, West Roxbury	343-5096 343-4620	Resource Development & Strategic Planning Telecommunications
E-13	343-5630	3347 Washington Street Jamaica Plain		
E-18	343-5600	1249 Hyde Park Avenue Hyde Park, Mattapan, Readville	343-4465 343-4527 343-4690	Ballistics Community Disorders Crime Lab
G	343-4600	Area G Operations Division	343-4350 343-5625 343-4470 343-5200 343-4400 343-4328 343-4444	Domestic Violence Drug Control Homicide Major Investigations Sexual Assault Intelligence Unit Youth Violence Strike Force

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