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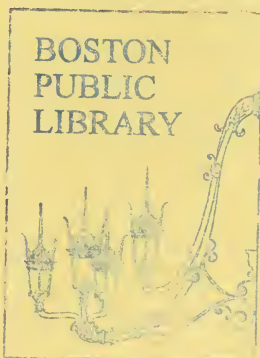


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2004

MISSION STATEMENT

OF THE BOSTON POLICE DEPARTMENT

Police and Community sharing
responsibility to ensure safe,
secure, and livable neighborhoods



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2004 At A Glance

City of Boston

Founded	1630
Government	Mayor/City Council
City Budget	1.91 Billion
Area	48.9Sq. Miles
Open Space	19.27%
Altitude (in feet above sea level)	28
Average Annual Temperature	50.6 F.
Rainfall (in inches)	45.89
Resident Population	589,141
Daytime Population	2 Million
Annual Average Income	\$59,284
Police Officer Population Ratio	1 per 288 residents
Public Safety Spending per Capita	\$592.60
Population Density	12,048
Registered Voters	270,798
Average Median Selling Prices for Homes	\$387,000
Residential Property Tax per 1K	\$10.73
Commercial Property Tax per 1K	\$32.68
Paved Streets (miles)	784
Sidewalks (miles)	1500
Parks & Recreation Facilities	541
Private/Parochial School Population	13,450
Public School Population	58,600
Per-Pupil Spending	\$10,379
Public Schools	145
Charter Schools	18
Non-Public Schools	72
Pilot Schools	17
Colleges & Universities	35
Hospitals	22
Major Daily Newspapers	2
Television Outlets	9
MBTA Travelers	1.2 Million Boarding Daily
Languages Spoken in Boston Homes	140
Ethnicity in Boston	More than 100 Types

Boston Police Department

Organized	1854
Sworn Officers	2,015
Civilian Personnel	808
Budget	\$211 Million
Median Age	43
Mean Years of Service	17
Facilities	23
Patrol Vehicles	704
Specialty/Support Vehicles	77
Motorcycles	68
Water Craft	9
Horses/Ponies	12
Canines	13
Total Calls Recorded	558,895
E-911 Calls	399,365
Call Screening (Non-Emergency)	28,129
Wireless 911 Calls	107,384
Foreign Languages	40
Special Events Policed	500

Dear Fellow Bostonians:

2004 was another exciting year for the City of Boston and the Boston Police Department. Last year we saw a 4% decrease in violent crime and a 1% decrease in overall crime. This progress comes from the steady gains made by the Boston Police Department. Boston continues to be one of America's safest cities.

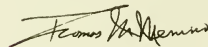
The Boston Police Department's method of community policing has been used around the world. Bostonians feel very safe in their city. They also have great confidence in their police force. There are many partnerships between the residents and the police. The crime watches in each neighborhood are just one example.

2004 was a challenging year. Boston hosted the first national political convention since the September 11th terrorist attacks. The convention required security tactics that had never been used before. As always, the Boston Police Department rose to the occasion and worked with state and federal agencies to ensure the safety of the residents of Boston and the many visitors to our city that week.

Boston is still growing and flourishing. Commissioner O'Toole has consistently shown a leadership style that is inclusive. I look forward to working with the Boston Police Department and the people of Boston as we continue to address future challenges.

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,



Thomas M. Menino



Message from the Mayor

Message from the Police Commissioner



"The City of Boston has been recognized nationally and internationally for its community policing. It's evident from the warm welcome I've received in recent days at community meetings throughout the city that our partnerships are strong. But we won't rest on our laurels. We'll reinforce those partnerships and forge new ones. These bonds will be tested from time to time – but they're solid. Working together, we'll continue to improve the quality of life in this city."

-Excerpt from Commissioner O'Toole's swearing in ceremony.

Kathleen M. O'Toole was appointed Boston Police Commissioner by Mayor Thomas M. Menino on February 19, 2004. Her appointment follows a twenty-five year career in law enforcement and public safety. Beginning in 1979, she joined the Boston Police Department as a patrol officer and rose through the ranks of the Boston, Metropolitan and State Police organizations.

Prior to her appointment, Commissioner O'Toole served as Massachusetts Secretary of Public Safety. In 1998 she was selected to serve on the Independent Commission on Policing in Northern Ireland (The Patten Commission), as part of the peace process there. Commissioner O'Toole is a graduate of Boston College and the New England School of Law.

History

THE BOSTON POLICE DEPARTMENT

The nation's oldest municipal police department, the Boston Police Department celebrated its formal 150th anniversary in 2004, but the department traces its origins to the establishment of the Night Watch with an officer and six men in 1631. That organization functioned more along the lines of a military guard, but by 1635, the Night Watch consisted of property-owning male citizens over the age of sixteen, who were required to take the duty by turn. They were unpaid until 1703, when the pay was set at thirty-five shillings a month.

The Boston Police Department: A Brief Timeline of Events

In 1796, the Watch was reorganized and the watchmen carried a badge of office, a hook with a bill and the rattle. A hook with a bill was a long pole with a hook on one end that was used to “hook” fleeing criminals, and a rounded “bill” end that would have been used as a weapon. The rattle was a noise-making device used for calling for assistance.

On December 12, 1825 Watchman Jonathan Houghton became the first Boston law enforcement officer killed in the line of duty. He was killed on State Street by John Halloran, who was hung for the crime in March 1826.

In 1838, the Day Police was organized, having no connection with the Night Watch. It operated under the city marshal and six officers were appointed.

In 1853, the Harbor Police was created in response to the increase in robberies of occupied vessels in the waters of Boston Harbor. They were furnished with rowboats and armed with Colt revolvers. This was the first unit furnished with firearms.

In May of 1854, the Boston Watch and Day Police were disbanded, and the Boston Police Department came into being. The old hook and bill, which had been in use for one hundred and fifty-four years, was replaced by a fourteen-inch club.

In 1871, the “Central Office” was connected to all the station houses by telegraph. Prior to this, the only communication method was by messenger.

In 1873, one mounted officer was assigned to patrol Mill-Dam Road, the present day Beacon Street. This was so successful, that by 1874, there were 28 mounted officers on duty in the city.

In 1875, station houses began distributing free soup to the poor and distributed turkeys for Thanksgiving, activities that continued, with occasional pauses, until 1888. At this time, station houses had been offering simple lodging to indigent persons since at least 1858.



Drawing of official uniforms worn by Boston Police Officers in 1858.

In 1878, the Office of Chief of Police was abolished and the Board of Police Commissioners was created. There were three commissioners who were appointed by the mayor. The Superintendent of Police was the executive officer. Also, in 1878, the first telephones were installed in the department.

In 1884, the City Council voted to provide the officers with firearms. Seven hundred Smith & Wesson .38 double action break open, auto ejector style revolvers were purchased at a cost of \$9 each and distributed to the officers. In 1885, the power to appoint the Board of Police Commissioners was transferred from the Mayor to the Governor.

In 1886, after approximately five years of trials at various divisions, all the divisions were equipped with signal boxes by the Municipal Signal Company.

In 1896, four park police were equipped with bicycles, beginning a long tradition of Boston officers on two wheels.

In 1903, the nation's first motor patrol was established in Boston. A Stanley Steamer automobile was purchased. Driven by a civilian chauffeur, the officer sat on a higher seat so that he could look over the high backyard fences in the Back Bay.

In 1906, the Board of Commissioners was abolished. There was now a single commissioner appointed by the Governor.

In 1919, Boston's police officers had formed a social club, since forming a union was forbidden by department rules. Unhappy with their pay and general working conditions, the members of the social club petitioned the Department for a raise. Rebuffed, they joined the American Federation of Labor, becoming Boston Police Union Number 16,807. Commissioner Edwin Curtis dismissed John F. McInnes, the president of the union, and eighteen other leaders of the union. In response, on September 9th, over 1100 of the Department's 1500 officers went on strike. Those officers were judged by the commissioner as having abandoned their duty and were dismissed. They were never reinstated. After the strike, the newly hired officers received all the benefits the strikers had sought to gain, with the exception of forming a union.

There was a one-way radio system in service by 1934, cars being equipped with receivers only. All dispatching was done from Headquarters. By 1936, cars were equipped with receivers and transmitters. The signal service system was retained until 1968.

In 1962, the power to appoint the Police Commissioner was transferred back to the mayor.



*Officers of Station
15, Charlestown
City Hall, 1873.*

In 1997, the department moved into its new, state-of-the-art Headquarters, named in memory of brothers Walter and John Schroeder. Both Boston officers were killed in the line of duty.

Today's Boston Police Department is very different from that of even 20 years ago. Officers use advanced forensic, identification and communication technologies. But the mission of the Boston Police Department is the same as it was in those very early days, when officers carried only lanterns and hooks and called the hours.

In 2005, the Boston Police Department will rededicate itself to work in partnership with the community to fight crime, reduce fear and improve the quality of life in our neighborhoods. The Department is committed to enhancing public trust and department accountability and ensuring the security of the homeland, one neighborhood at a time.

In 1964, the Canine Unit was created. This unit was begun with six dogs donated by German reporters grateful for the cooperation they had received from Boston officers in their coverage of the Boston Strangler murders.

In 1965, the Boston Police Patrolmen's Association was founded. In 1998, they received American Federation of Labor Charter Number 16,807, the very one that was issued to the Boston Social Club in 1919.

In 1972, an improved radio system was installed, along with the "911" emergency reporting system. Also, in 1972, the Boston Police Academy began admitting women. In 1974, with the advent of court-ordered school busing, the Mobile Operations Patrol was created. The squad was composed of officers on motorcycles, able to respond quickly to disturbances and restore order.



*The Boston
Police Root
Squad, 1924*

Department Priorities: Then vs. Now

I. Reducing and Preventing Crime and Violence

Between November of 1903 and November of 1904, there were 50,265 arrests in the City of Boston. 33,511, or nearly 67%, of those arrests were for drunkenness. Arrests for violent crimes against persons and larceny totaled 6651 (13.2%). In 2004, there were 19,577 arrests in the city of Boston. Most of those arrests (12,632 or 64.5%) were for simple assaults, vandalism, weapons violations, prostitution, drugs, DWI, disorderly conduct, etc. Arrests for "Part I" crimes, which include homicide, rape, robbery, aggravated assault, burglary, larceny and vehicle theft totaled 6945 (35%). While the total number of arrests have gone down during the last 100 years, the percentage of violent crime has increased.

Unlike the officer of 1904, today's Boston police officer is much more likely to be faced with gang and drug-related violence. However, the core mission of today's officers is really much the same as it was 100 years ago – reducing and preventing crime and violence.



Thomas Davis
Dope Police
24 - 5 1/2 - 166
Hair dark brown
Eyes blue
Complexion 'Med'
Arrested at Chester
Mass. Feb. 6. 1884
by Dept Sheriff of
Chester Mass. for
B & E Thru's
Broom to see -
Pat La Plante Rogue's

Criminal identification
card of Safe Blower,
Thomas Davis, 1887

In 1796, the Night Watch was simply that – officers went out in the night and watched. “Watchmen [were] to walk their rounds once an hour, to prevent damage by fire and to preserve order.”

Boston’s police officers have always been the city’s first line of defense, whether the threat is a crime in progress or the post-9/11 threat of international terrorism. The Boston Police Department is committed to securing the homeland, one neighborhood at a time.



*Security is tight
for President Kennedy's
motorcade in 1961.*

II. Securing the Homeland, One Neighborhood At A Time

III. Enhancing Public Trust and Department Accountability



*Old Boston Police
Headquarters on
Berkeley Street.*

Boston has a tradition of innovative and bold solutions to ensure the integrity of its officers. In the 1860s, the Detective Bureau had become overrun with dishonest individuals. In 1869, the aldermen of the city issued a report denouncing the members of the Detective Bureau and their actions and claiming that the [Detective Bureau] "more than anything else, has tended to bring the department into disrepute." The aldermen's next actions were dramatic and unflinching – they fired the chief of police and abolished the Detective Bureau. There was no formal Detective Bureau again until 1878, when it was reinstated in a major reorganization of the department, with new, much more stringent rules and regulations governing its actions. The Boston Police Department goes forward with a commitment to transparency, low levels of corruption, efficient fiscal management, fairness in how we enforce the law, and accountability from its employees at all levels.



In 1826, Flavel Case, who started as a watchman making fifty cents a night, was appointed Captain of the Watch. In 1870, Edward Savage was appointed Chief of Police. Savage had joined the night squad as a patrolman under Marshal Francis Tukey in 1851. Today, the Boston Police Department will support any employee, sworn or civilian, who aspires to meeting new challenges and will help them achieve their own personal excellence. In 2004, the Boston Police Department renews its commitment to valuing and respecting department personnel.

*John Franklin Sullivan,
1919. Appointed as police
officer in 1907*

IV. Valuing and Respecting Department Personnel

2004

I N R E V I E W

2004 marked the 150th anniversary of the Boston Police Department, the oldest municipal police department in America. It was also one of the busiest years in the Department's long and distinguished history. Some of the large-scale events the Department was called upon to manage and secure were victory parades by both the Red Sox and the New England Patriots - each bringing more than 1 million people into the City of Boston. Other events included the John Kerry election night campaign gathering at Copley Plaza and, of course, the 2004 Democratic National Convention.

The DNC in particular was a great moment in the history of the City. Drawing tens of thousands of delegates, protestors, and members of the media to Boston, the DNC was a great opportunity for the men and women of the Department to prove themselves before a national audience. All of Boston should be proud of the way that the members of the Department performed, as the Convention was a safe and peaceful event. The strategy that was developed for the DNC has since become a model for many of the Department's plans going forward. Crime continued to fall in 2004. Violent crimes fell by 3% in 2004.

However, in the summer months of 2004, the Department found itself responding to a series of brazen, daylight shootings in some of our neighborhoods already hardest hit by crime and violence. In response, the Department immediately implemented a number of initiatives to combat these violent attacks, including Operation Neighborhood Shield. This unprecedented saturation of uniformed and undercover officers from several agencies was a show of force to the criminals, and a show of support to our neighborhoods. The result was an immediate drop in the number of armed, violent assaults in those neighborhoods.

Violent crime continued to be a primary issue of concern in many of our neighborhoods and the Department renewed its commitment to build upon the successful partnerships and working relationships established within the neighborhoods. This cooperative effort is vital if we are to continue to drive down crime in all of our neighborhoods.

At the same time, our mission has been expanded to include a focus on homeland security. Boston remains a high profile target for future terrorist attacks. Against these challenges, the Department's commitment to community policing remained. Boston enjoys a national reputation for our commitment to community policing. This means the Department pursues strategies that rely upon strong partnerships; efforts that balance prevention, intervention and enforcement; and a strategic focus on the safety of the entire community.

In 2004, we built upon this proven Community Policing foundation through the following four priorities:

1. Reducing and preventing crime and violence.
2. Securing the homeland, one neighborhood at a time.
3. Enhancing public trust and department accountability.
4. Valuing and respecting Department personnel.

These priorities are ones that will guide the Department into 2005 and beyond.

We also continued to leverage the assistance of our public safety partners, by coordinating our efforts and finding ways to work together. A lesson learned repeatedly since September 11th is that the same tactics that work in securing our neighborhoods – partnerships, enhancing community / police interaction, and intelligence gathering - will work in the homeland security effort.

As 2004 came to a close and the rate of violent crime continued to fall, Boston remained one of the safest cities in the United States. This is due in large part to the fact that the men and women of the Boston Police Department continue to do an outstanding job of keeping crime down. Another large reason for our success in 2004 was the support we received from our other law enforcement and public safety partners at the local, state and federal level, as well as the outstanding sense of cooperation and support we continue to enjoy with the members of our communities.

T H E F O U R P R I O R I T I E S

In 2004, the Boston Police Department re-dedicated itself to work in partnership with the community to fight crime, reduce fear, and improve the quality of life in our neighborhoods. Beginning in 2004, the Boston Police Department was committed to building on our proven community policing foundation through the following 4 priorities:

I. Reducing and Preventing Crime and Violence

II. Securing the Homeland, One Neighborhood at a Time

III. Enhancing Public Trust and Department Accountability

IV. Valuing and Respecting our Department Personnel

1. Reducing and Preventing Crime and Violence

The reduction and prevention of crime, particularly violent crime, is the primary business of a police department. Providing safe neighborhoods, schools and playgrounds, as well as positive alternatives for the youth of Boston is the Department's top priority. Domestic violence, sexual assaults, drug crimes and guns are also given particular attention.

Family Justice Division

In 2004, several key steps were taken to strengthen domestic violence prevention and intervention.

Despite our best efforts, the response systems in place for families and victims often force victims to tell their stories over and over and go from place to place in search of needed services. We also realized that any effective anti-violence component must have a focus on families.

Specifically, a new Family Justice Division was created in the Bureau of Investigative Services, which brings the Domestic Violence Unit, Sexual Assault Unit and the Sex Offender Registry Unit under the same command. In addition, district domestic violence detectives have been centralized to improve accountability and supervision. The Domestic Violence Unit consists of 22 Domestic Violence detectives and 8 victim advocates assigned to the Districts.

The newly centralized Domestic Violence Unit will be located at the Suffolk County Family Justice Center - a one-stop shopping model to serve victims of domestic violence and their families.

A centralized Domestic Violence Unit enables detectives who investigate intimate partner crimes the ability to coordinate their efforts with a wide range of law enforcement and victim service providers. The BPD has been working with the District Attorney's Office and many other partners to create this new Family Justice Center, which is expected to open in Brighton in 2005.

Boston Reentry Initiative

The Boston Reentry Initiative was created in response to a resurgence in violent crime across Boston's "hot-spot" or high-crime neighborhoods and in recognition that many of the criminals who were arrested and sent to prison during the 1990's, having served their time, are now being released back into society.

An analysis of this crime showed that ex-offenders returning to high-crime neighborhoods from the Suffolk County House of Correction contributed significantly to the spike in crime. However, fragmentation of roles and responsibilities among criminal justice agencies made it difficult for authorities to mount an effective response.

As a result, the Boston Reentry Initiative (BRI) was developed in partnership with faith-based, community, and criminal justice agencies. The BRI is designed to reduce violent offending by focusing on those most serious and highest-risk returning offenders. Its objectives include reducing offender anonymity with a highly collaborative criminal justice partnership supported by credible community leaders. Inmates are offered tangible opportunities to make positive choices with faith-based and community mentor support.

After hearing this message from a panel of representatives, inmates are met by mentors to proceed with their post-release accountability plans. Individual support continues post-release. Intensive surveillance, swift arrest and fast-track prosecution by law enforcement are the consequence for non-compliant re-offenders. Results to date are very promising, with a significant majority of active program participants maintaining a positive change, while non-compliant offenders are swiftly re-arrested. Individual successes further illustrate the strong positive impact of the BRI for individuals who otherwise lacked viable alternatives.

Comprehensive Community Safety Initiative

Under the CCSI, the Boston Police Department leads a group of more than 15 agencies working collaboratively in neighborhoods that are perennially plagued by higher rates of violence. This initiative was driven by the determination that a small number of individuals and families are driving these significant crime rates because of repeat criminal offenses or other issues that relate to crime such as drug use and/or mental health issues. CCSI coordinates interventions and service deliveries to these families and individuals, in an effort to lower the crime rates in these neighborhoods and reduce harm to individuals, families and communities by positively impacting those families that are disproportionately connected to incidents of crime. CCSI convenes social services agencies with law enforcement agencies for the first time to develop a platform for more intensive inquiry and analysis; with the ultimate goal of developing more effective solutions in partnership with residents.

District Based Youth Programs

It is the firm belief of the Boston Police Department that the overwhelming majority of our city's youth are good kids who struggle every day to make the right choices. With that belief, however, comes a responsibility to ask if more can be done to help them make those right choices, and to help steer them away from risky behavior.

In 2004, Commissioner O'Toole tasked BPD personnel with completing a comprehensive inventory and assessment of all BPD youth programs and partnership efforts. Among the questions asked were: who is being served, what services are being provided, and are they effective? After surveying all 11 Districts and the various citywide units, it was determined that the Boston Police Department was engaged in close to 200 BPD youth programs across the city.

The next step was to determine if these services and interventions were targeting and reaching those youth most at-risk, in the most high crime and violence impacted neighborhoods. In addition, youth focus groups were invited to weigh in on programs from their perspective, and national research was looked at regarding best practices.



Superintendent Paul Joyce plays defense against Boston youth.

The most effective programs and partnerships were then prioritized and focused strategically throughout the city. As a result of this analysis, the Boston Police Department currently has 108 district-based and citywide youth programs. Among those programs are:

- Summer of Opportunity
- Police Athletic League
- Kids at Risk
- Junior Police Academy
- As well as a number of ongoing youth programming and outreach within neighborhoods throughout Boston using existing district resources.

Youth initiatives that are proven to be successful will continue to be supported and encouraged as part of our effort to prevent youth violence in all neighborhoods of the city.

Operation Homefront

Operation Homefront is a collaboration between the Boston Police and members of the clergy to reach out and help at-risk youth. Homefront began as an attempt to counteract the aggressive recruitment of inner-city youth by gangs who wanted to establish a presence in Boston. Under this program, police officers work with education officials to identify schools that may be experiencing problems with some of their students participating in violent activities.

Once a school is identified, a student assembly is held and members of the Youth Violence Strike Force and the Boston School Police make an anti-violence presentation before the students. Police and clergy then follow-up by making joint visits to the homes of troubled students who may need individual attention.

Parents are offered services to assist them with problem solving. Since its inception in 1998, Operation Homefront has grown substantially to include a school safety focus, follow-up services, operational procedures, a tracking mechanism, and official program status by partner agencies. Operation Homefront has touched the lives of thousands of troubled youth in Boston and it has been replicated in jurisdictions as far away as Toronto, Canada.



Officers conduct a home visit to an at-risk youth, as part of Operation Homefront.

The Boston Police Department was named winner of the nationally coveted 2004 LACP/ITT Community Policing Award, presented at the International Association of Chiefs of Police Conference in Los Angeles. Operation Homefront was selected as an illustration of how the philosophy and practices of community policing have led to an emphasis on prevention and long-term community solutions rather than relying on reactive crime fighting.

Operation Student Shield

Boston is home to many colleges and universities, welcoming more than 10,000 students who arrive each year to live in our neighborhoods. As a result, Boston has a reputation for being a great academic city. However, this also presents the Department with an enormous challenge – how to ensure the safety of a large student population in a densely populated urban environment, while also safeguarding the quality of life for residents in our neighborhoods.

In 2004, the Department entered into discussions with area colleges and student representatives to identify ways in which we can integrate the efforts of the Boston Police Department with our college campuses and other law enforcement partners.

The Department designated its first official liaison to Boston's academic community. This designee was Captain William Evans, Commander of District 14 in the Allston-Brighton neighborhood, a district heavily populated by both college students and year-round residents. Captain Evans had established outstanding working relationships with public safety officials and administrators at Boston College and Boston University during his tenure as Commander of District D-14 and, as academic liaison, he was tasked with developing similar models at campuses citywide.

With the launch of Operation Student Shield, the Department began the process of forming strategic partnerships with area colleges and universities to deal with such issues as alcohol awareness, crime and campus safety.

Operation Student Shield is an effort to jointly address the issues of public safety and the quality of life in campus communities. Student Shield highlights best practices already in place and provides a forum for police, academic administrators and students to discuss opportunities to further build on the important relationships that have already been formed with many of our campus partners.

Elements of Student Shield include:

- Meetings with District Captains and academic institutions in their Districts.
- Designation of an official liaison to the Boston Police Department at each college and university.
- Coordination of all relevant city agencies in preparation for the annual Move-In Weekend, when a majority of the students arrive in Boston for the fall semester. These agencies jointly develop plans to address such issues as moving vans on city streets, garbage and other peripheral issues associated with a large amount of leases that expire on September 1.
- Presentations at each of Boston's academic institutions during their fall orientation sessions.
- Police Commissioner O'Toole holding open forums with student government leaders, students and campus media to discuss issues and share information.

Homeland security must be a priority for the Boston Police, as well as all Boston residents and visitors. This requires deploying the same tactics that are successful in keeping our neighborhoods safer from crime, as well as renewed intelligence, training, tactical response and preparation efforts. In addition, it involves developing new resources in the fight against terrorism, such as business and private security, and renewing Neighborhood Crime Watches. Beginning in 2004, the Boston Police Department undertook a number of initiatives to better secure our neighborhoods and our city.

Merging the
Discussion of
Homeland Security
and Community
Policing

Since September 11, 2001, police departments have faced the challenge of an expanded mission, to now include homeland security, in a tight fiscal climate. Boston is no exception.

This is further complicated by a shift in federal funding formulas. Where once police departments could count on federal funds to support crime fighting and community policing efforts, federal grants have now shifted the focus on homeland security. As an example:

- In the 3 years prior to 9/11, the Boston Police received \$31 million in federal programs and hiring grants.

- In the years since 9/11, Boston received only \$13 million in program funds.
- In that same period, the city of Boston has received \$22 million in homeland security funds- of which only \$7.58 million was allotted for the Boston Police Department.

In 2004, Commissioner O'Toole worked to bring national attention to the idea that homeland security and community policing are not mutually exclusive law enforcement models. There is no bright line between terrorism and crime.

Outstanding
Interagency
Collaboration

The same tactics that work in securing our neighborhoods – partnerships, enhancing community/ police interaction, and intelligence gathering – will work in the homeland security effort. Merging the discussion of homeland security and community policing also effectively helps the department in our “all-hazards” preparedness plans. The city and the police department should be prepared to handle any natural disaster such as a hurricane, power outages or any other potential hazard, including terrorism.

To succeed at both those efforts, the department worked hard in 2004 to engage leaders within all of our communities: other public safety agencies, the public at large and members of the private sector.

Over the past 10 years, the Boston Police Department has become a national model of community policing and problem solving. Indeed, partnership has become the way of doing business in the City. Partnerships formed through initiatives like Operation Ceasefire, Unsolved Shootings, Operation Homefront and the Boston Reentry Initiative provided the foundation and experience for new initiatives such as Operation Neighborhood Shield. This new integrated model infuses new tactical capabilities and unprecedented intelligence sharing across agencies.

One of the lessons learned from 9/11 is that any response to terrorism will quickly exhaust the resources of any one municipal entity. A truly effective approach to terrorism preparedness or response must involve the resources of many local, state and federal public safety agencies.

Boston is fortunate in that it already has a solid history of interagency collaboration. These relationships were put to good use in 2004, as agencies from the federal, state and other municipalities were called to support the Department in a number of high-profile events, such as the Democratic National Convention, Operation Neighborhood Shield and the Boston Red Sox playoffs.

In addition, the Department works closely with the Mayor’s Office of Homeland Security. As a member of the Boston Urban Area Security Initiative (UASI) planning region, the Department works alongside our partners in Brookline, Cambridge, Somerville, Everett, Chelsea, Revere, Winthrop and Quincy to develop homeland security awareness, preparedness and response strategies for the city and the entire UASI Region.

Community Outreach

Building on the foundation of Neighborhood Civic Associations and Neighborhood Crime Watches, in 2004 the Boston Police Department continued to work on strengthening the relationships with the neighborhoods, primarily through our neighborhood watch program.

Boston's Neighborhood Crime Watch Unit facilitated these police/community partnerships by helping concerned citizens start crime watches on their streets. The Neighborhood Crime Watch Unit empowers them by teaching them how the Boston Police Department and 9-1-1 works, giving them information, suggesting tactics, and encouraging positive interaction among neighbors. By meeting together to discuss their issues, they soon discover that their differences are dwarfed by what they have in common. "Thinking outside the box" for innovative solutions and working cooperatively with their Police District are some of the basic tools used by Neighborhood Crime Watches to make their streets better, safer places to live.

Over 45 new Crime Watch groups were formed in 2004, to add to the more than 200 active crime watches already in place.

Commissioner's Private Security Advisory Committee

Even in the best of times, a police department alone cannot drive down crime. If the City of Boston were to be the site of a terrorist attack, any response would have to involve the coordination and cooperation of a large number of private sector entities. In 2004, Commissioner O'Toole expanded the Department's outreach to the private sector by establishing the Commissioner's Private Security Advisory Committee.

The Private Security Advisory Committee is composed of private security executives who meet regularly with senior leaders of the Department. The Committee was established specifically to foster a cooperative relationship between the Boston Police Department and private security organizations within the City of Boston that will enhance homeland security efforts, information sharing, collaboration, crime prevention and public safety.

We are currently working with these partners to develop protocols for critical incident response and for the exchanging of intelligence information, with a special emphasis on crime control and prevention within the City of Boston.

Among the efforts undertaken by this group in 2004:

- Coordinate with ongoing homeland security efforts at the state and federal level.
- Compile a resource database that clearly identifies all resources available from the private sector and the police department.
- Establish a communications network that will identify points of contact and encourage a mutually beneficial communication flow in matters involving both terrorism and local crime.
- Coordination of strategic exercises and planning efforts that will enhance the coordination of efforts in response to a critical incident in downtown Boston.

Operation Neighborhood Shield

During the end of July and the beginning of August 2004, Boston experienced a surge of firearm violence in several of our neighborhoods. These assaults were mostly perpetrated by street gangs and those individuals intent on protecting their illicit activities. Several of these shootings were brazen, daylight assaults that took place near community playgrounds.

While Boston already possessed a national reputation for its successful Community Policing model, it was clear that these acts of violence called for an enhanced enforcement effort to accompany our traditional prevention and intervention efforts. On August 6, 2004, the Department launched Operation Neighborhood Shield -- a series of targeted, aggressive patrols and enforcement activities directed at specific "hot spots," utilizing saturation patrols of uniformed officers supplemented by a significant plainclothes presence.

For several weeks, Boston Police led a saturation of officers patrolling in several of the city's neighborhoods. Operation Neighborhood Shield was aimed at sending a clear message to the criminal element within our city that we remain in charge, and that this Department is working hand-in-hand with our communities to maintain control of our neighborhoods.

Building directly upon the successful DNC effort - which had just concluded only days before - Neighborhood Shield featured extraordinary interagency cooperation. Boston officers worked side-by-side with member of the State Police and Federal law enforcement officers and agents. The agencies participating in Neighborhood Shield included: Massachusetts State Police, MBTA Police, FBI, ATF, and DEA; as well as Boston Municipal Police and the Boston Housing Authority Police. In addition, U.S. Attorney Michael Sullivan, Massachusetts Attorney General Tom Reilly and Suffolk County District Attorney Dan Conley worked very aggressively once an arrest was made to ensure that impact players were removed from our neighborhoods and fast-tracked for prosecutions.

The results: a clear and immediate drop in crime, both citywide and in the targeted neighborhoods. This concerted effort swiftly quelled the violent upsurge and proved highly successful in both crime reduction and at restoring calm to our city's neighborhoods. Highlights of "Operation Neighborhood Shield" and its impact on crime within the city are clearly shown statistically, but more importantly, through the reduction of fear in the neighborhoods.

The outstanding work of the men and women of the Boston Police Department as well as that of our federal, state and local partners had proven Neighborhood Shield to be an innovative approach to ending a wave of violence that had threatened the city.

"The message sent to our neighborhoods will be a clear one: We will not tolerate these bold acts of violence. This is a show of support for our neighborhoods, and a show of force for the criminals."

- Police Commissioner Kathleen O'Toole

Operation Neighborhood Shield: Results

Crime Reductions:

Homicide	-27%
Robberies	-6%
Aggravated Assaults	-8%
Shootings	-54%
Recovered Firearms	+53%

Totals:

Arrests	440
FIO's	2840
Moving Citations	1572
Recovered Firearms	43
Recovered Knives	6

Seizures:

173 lbs. Marijuana
1332 Rounds Ammunition
300 Shotgun Rounds
2001 Chevy "police package" Impala
Large quantities of Class B cocaine

"Fighting Violence Together Can Work"

Editorial Staff. Boston Herald. Boston, MA
August 10, 2004.

**"Crackdown Takes Guns Off Street- Authorities
Look For Clues from Weapons' History"**

Editorial Staff. Boston Herald. Boston, MA
August 10, 2004.

In the past six days, Boston Police Officers have seized 15 weapons as part of the effort to stem the sudden surge of violence in the city...each of those weapons will get special treatment in a joint effort by police and the federal Bureau of Alcohol, Firearms, and Explosives...once seized by police, the federal agency will begin the process of learning the weapon's history, starting with the gun maker and working through the chain of ownership in an attempt to learn the identity of the owner before it was used in a crime.

"Cops Combine Old And New Techniques"

Eric Convey. Boston Herald. Boston, MA
August 14, 2004.

...the assault on urban crime launched a week ago by Boston and State Police and a handful of federal agencies is massive: Dozens of officers- many heavily armed- fan-ning out nightly...officers rely on old-fashioned instinct and modern computer technology.

**"As Violence Flares, A Call For Hard Cash- Youth
Workers say Need For Funding is Urgent"**

Michael Jonas. Boston Globe. Boston, MA
August 15, 2004.

City officials and others...who run community-based organizations have been scrambling in recent years to fill in the holes created by a steady stream of state and federal cuts for youth services. Menino says Operation Neighborhood Shield is crucial, but only represents a stopgap.

**"Gunning For The Arsenal: Cops Hunt Source Of
Weapons"**

Laurel Sweet. Boston Herald. Boston, MA
August 14, 2004.

Firearms are entering Boston by plane, train, automobile and express package services. Black-market handguns are fetching for between \$150 and \$900 on the street...and traffickers and mules won't think twice about selling to a child.

"Residents Grateful As Cops Go After Guns"

Laurel Sweet. Boston Herald. Boston, MA
August 15, 2004.

...136 arrests had been made and Boston's streets had been swept of 16 guns, including a .357 Magnum, .45 caliber handgun, two sawed-off shotguns and an Uzi, as well as hundreds of rounds of ammunition...Operation Neighborhood Shield is working and for that, a resident and her mom are grateful.

**"Shield A Working Progress: Two-Week Toll:
151 Arrests, 17 Firearms"**

Brian Ballou. Boston Herald. Boston, MA
August 16, 2004.

Since the FBI, ATF, DEA and State Police teamed up with Boston Police to crack down on surging violent crime in four so-called hot spots...it had logged 151 arrests and taken 17 firearms off the streets. While police continue their sweeps, people living and working in the affected communities are also continuing an effort to take back the streets and parks.

111. Enhancing Public Trust and Department Accountability

Public trust and confidence in the police is essential. This includes trust in the officers who enforce the law, as well as trust in the Department to be an effective and efficient steward of public funds. Earning and maintaining this trust requires constant vigilance, transparency and accountability. In 2004, the Department undertook a number of steps to make the Department a more accountable and transparent organization.

Eyewitness Identification

As everyone is painfully aware, mistakes can be made in investigations and prosecutions.

The people of our communities need to know that once an investigation begins, the Boston Police are committed to getting it right. Boston has, unfortunately, seen incidents where individuals were wrongly convicted for crimes they did not commit.

On March 8, 2004, Commissioner Kathleen O'Toole and Suffolk County District Attorney Daniel Conley formed the Task Force on Eyewitness Identification. Co-chaired by a Boston Police Superintendent and a First Assistant District Attorney, the Task Force was an 8-person working group of police, prosecutors and defense lawyers who examined police and prosecution practices for cases involving eyewitness identification.

In July of 2004, the Task Force released a set of 25 recommendations, outlining ways in which investigators and prosecutors can improve their practices and significantly reduce the potential for error. These recommendations were immediately accepted in full by the Boston Police Department. In doing so, the Boston Police Department became the first major metropolitan police department in the United States to commit so strongly to improving the reliability of eyewitness evidence.

Since the Task Force's report was issued, the Boston Police Department has spent considerable time and effort to improve how we gather and analyze eyewitness and forensic evidence. This includes:

- Working to achieve full accreditation of our Latent Print and Ballistics Units,
- Establishment of new procedures for the collection and preservation of eyewitness identification evidence,
- Development of a standardized set of procedures for the electronic recording of suspect interrogations.

As a result of the Task Force's recommendations, all BPD detectives are now trained in

- Sequential presentation of photo arrays
- Blind administration of live lineups, and
- Blind administration of photo arrays

In the sequential procedure, an eyewitness is presented with one photograph or one lineup member at a time, and the eyewitness must decide on each photograph or person before viewing the next photograph or person.

With blind administration of identification procedures, the person conducting the photo lineup or live lineup is not aware of which photograph or person is the suspect.

Research has demonstrated that the use of both procedures would result in significantly fewer misidentifications, and blind administration in particular has been described as the single most important step a department can take to improve its identification procedures.

These are all groundbreaking recommendations, and Boston is leading the nation in our efforts to improve how we gather and analyze critical evidence.

Neighborhood Based Crime Analysis and Prevention Meetings

During 2004, officers in District B-3 began to host Neighborhood Based Crime Analysis and Prevention Meetings. These meetings consisted of presentations to community groups and residents of the types of crimes that were happening in and around their neighborhoods. Officers and residents discussed what residents can do to better secure their properties against crime and to help decrease the rate of crime in their neighborhoods. During 2004, more than 40 of these meetings were held throughout the District.

13 Valuing and Respecting our Department Personnel

Police officers, civilian personnel and volunteers who work with the Department must be valued for their contributions by the establishment of career paths, greater professional development opportunities, and recognition of outstanding performance.

When Commissioner O'Toole was appointed in February of 2004, she assembled a 15-member Transition Team to assist in the early stages of her administration. This team, composed of rank and file members, both sworn and civilian, was formed specifically to provide her with input and perspective on issues great and small that mattered to the members of our Department. While the Commissioner personally spent considerable time meeting with Department members in the field, the Transition Team was a valuable resource for additional input and feedback.

The Transition Team was very helpful in opening and maintaining strong lines of communication. They had access to the Commissioner at all times and assisted her in identifying problems, solving them and generating new ideas – an excellent way by which the Commissioner gained a greater understanding of the issues that are most important to members of the Department.

Due to the overwhelming response the Transition Team garnered, the members were asked to continue to serve in an active, ongoing, advisory capacity under the new title of Commissioner's Advisory Committee. The Advisory Committee is charged with continuing the good work of the outgoing Transition Team and continues to meet with officers in each of the Districts to solicit suggestions from Department personnel, both sworn and civilian, on ways to improve the Department. Committee members serve on a rotating basis to ensure the presence of fresh perspectives and to provide ample opportunity for representation and participation among members of the Department.

Members who served at one time or another during 2004 are as follows:

- Sergeant Detective Darrin Greeley (Chair), E-13
- Officer Pamela Besold, D-14
- Officer Robert Colon, Explosive Ordnance Unit
- Officer Stephen Green, A-1
- Detective John Hamm, E-18
- Sergeant Detective Bruce Holloway, Major Case Unit
- Detective Lisa Holmes, Sexual Assault Unit
- Sergeant Matthew Kervin, C-11
- Lieutenant Colm Lydon, B-2
- Civilian Cathy Matak, Public Service Unit
- Sergeant Steven McLaughlin, B-3
- Officer Joseph Monahan, C-11
- Sergeant Detective Richard Sexton, Drug Control Unit, A-7
- Officer William Slyne, D-4
- Civilian John Zuccaro, Paid Details
- Officer Rudy Guity, B-2
- Sergeant John Ford, B-3
- Officer Kevin Ford, Special Operations Canine Unit
- Civilian Jamie Symonds, ISG
- Detective John Martel, E-5
- Officer Dudley Hill, C-6
- Civilian Paula Charnitsky, Public Service Unit

Events

O F 2 0 0 4

Democratic National Convention

July 26, 27, 28 & 29, Fleet Center, Boston, Massachusetts

In 2004, Boston served as the host city for the 44th Democratic National Convention, (DNC) the first Presidential nominating convention since September 11, 2001. From July 26 to July 29, 2004, the DNC focused national and international attention on the City and brought an estimated 35,000 participants to the Convention. While the Fleet Center at North Station was the primary location for the nominating Convention, other DNC related events were held in key venues throughout the downtown area and in the City's neighborhoods.

Unprecedented levels of security were required, due to fears of terrorism, both foreign and domestic, as well as the knowledge that past conventions featured large, often violent demonstrations. As a result, the DNC was designated as a National Special Security Event by the U.S. Department of Homeland Security. Under this designation, the Boston Police Department and the U.S. Secret Service were the lead agencies responsible for ensuring a safe and peaceful convention and safeguarding the thousands of delegates and media who attended the convention. Specifically, the Boston Police Department was tasked as the lead local law enforcement agency for maintaining order, preserving public safety, protecting life and property and delivering services to residents and visitors to the City.

The success of the Department's DNC effort can be attributed to the following: exceptional planning, unprecedented interagency cooperation, effective intelligence, and a tiered approach to maintaining public order.

This was an awesome responsibility, and it was a challenge that quickly grew to affect every member of the BPD, sworn and civilian. In preparation for the event, Boston engaged in an unprecedented level of collaboration among dozens of state, local and federal public safety agencies. The result: the 2004 DNC was an unqualified public safety success. While experts warned that the City could expect serious episodes of civil disorder and as many as 2,000 arrests, the Department recorded only six convention-related arrests. All participating law enforcement agencies performed with professionalism and patience and, as a result, everyone enjoyed a peaceful convention.

Planning

Almost as soon as Boston was notified that it was selected as the host city, the Department engaged in an unprecedented level of planning. In December 2002, an Executive Planning Committee was established to develop the security plan and ultimately 17 subcommittees, with representatives from 19 agencies, met regularly over the course of 19 months in preparation for the event.

In preparing for the Convention, the Department initiated an extensive outreach program to the City's business and civic associations, hospitals, hotel and hospitality/service industry, and to the Greater Boston communities impacted by the restrictions on I-93 and the commuter rail system. Bomb Unit personnel provided training to the staff of the City's hotels, hospitals, and financial institutions on dealing with bomb threats and suspicious packages. BPD staff met continually with business and civic associations, keeping both groups informed as to the status of the plan and the anticipated impact upon them.

As part of this outreach the Department initiated an eighteen-month discussion with the American Civil Liberties Union and the National Lawyers Guild. Although both groups emphasized that they were not, and could not speak for the groups planning to demonstrate in Boston during the Convention, there were civil liberty issues involving access, surveillance, intelligence gathering and dissemination, demonstration sites, arrest and charging policies, as well as police training, planning, and command and control issues.

These discussions were held in an open and inclusive manner, and every effort was made to ensure that the rights of all convention participants would be protected and respected. It was also made clear to both groups that while the Department would protect and respect the right to demonstrate, the Department would not tolerate acts of violence against persons or property.



Tactical
Operations
Center

Interagency Cooperation

Boston was fortunate to have solid working relationships with our federal, state, local and private sector partners long prior to the DNC. During the DNC, we were able to further enhance those established partnerships.

In achieving this mission, the Department planned and coordinated the Public Safety Plan for the Convention with our federal, state, and local law enforcement/public safety partners.

Our enforcement /public safety partners were:

- Federal Bureau of Investigation
- Federal Emergency Management Agency
- Federal Transportation Safety Agency
- United States Coast Guard
- United States Secret Service
- Massachusetts State Police
- Massachusetts Department of Corrections
- Massachusetts Department of Youth Services
- Massachusetts Environmental Protection Agency
- Massachusetts Emergency Management Agency
- Massachusetts National Guard
- Massachusetts Highway Department
- Massachusetts Sheriff's Association
- Massachusetts Turnpike Authority
- Massachusetts Bay Transportation Authority
- Suffolk County Sheriff's Department
- Boston Fire Department
- Boston Emergency Medical Service
- Boston Transportation Department
- Boston Municipal Police
- Boston School Police
- Boston Public Works Department
- Boston Emergency Management Agency

*Commissioner O'Toole
thanking public
safety partners.*



At the City level, a significant amount of coordination and cooperation was performed by other city agencies in preparation before, during, and after the Convention. The contributions of the Department of Public Works, Boston Transportation Department, the Office of Management and Budget, the Office of the Corporation Counsel, and the Boston School Department were vital to the success of the Convention.

Intelligence Gathering and Analysis

For the duration of the DNC planning process, intelligence officers were called upon to provide security planners with timely and accurate information, and they delivered. For months leading up to the convention, they monitored many of the protest groups known to be coming to Boston. By the time the DNC began, the BPD was able to keep open lines of communication with many protestors, in some cases allowing the Department to alter the route of their marches at a moment's notice and with their full cooperation. Relationships established in advance between police and protestors helped avoid conflict in the field.

Public Order Maintenance

In 2004, Boston set the standard for public order maintenance at political protests and large demonstrations. The traditional approach to managing large demonstrations has been for the police to arrive in full riot gear. Research for the DNC, however, showed that this approach could be a self-fulfilling prophecy. Instead of defusing a situation, the presence of police in riot gear can actually escalate tensions among protestors and police.

As a result, the Department developed a three-tiered approach that called for escalating DNC deployments as circumstances warranted. Under this approach, fully outfitted Public Order Platoons were used only as a last resort and staged out of view of the public until needed. They were deployed only once, on the last day of the convention, during a push by protestors to gain access to the main convention facility. A platoon responded, the situation was quickly defused, and the department reverted to regular uniforms again for the remaining hours of the DNC.

A Resounding Success

Beginning with the Media Event on Saturday, July 24th to the closing event on Friday, July 30th the Convention was a resounding success. That only six DNC related arrests were recorded is a testament to the professionalism, dedication, and in many cases, a sense of humor on the part of our officers.

The work performed by zone, platoon, and squad commanders was invaluable in managing operations and events during the convention. The contribution of the Department's civilian personnel and managers should not go unrecognized. They provided food and water, transportation, logistical support of every kind, moved fencing, ensured uninterrupted communication, technical support, analyzed and converted data to actionable information, and processed financial information to ensure that personnel were paid in a timely manner. It was this type of behind the scenes work that made the DNC so successful an event.

In the final analysis, it was not one person or group of persons that was solely responsible for the success of the DNC. Rather it was all of the men and women of the Boston Police Department, sworn and civilian, commander and officer, manager and worker. Their commitment and professionalism was evident every day and at every level, and without them, the Department would not have achieved the recognition and success that it has.

The DNC Dividend

The equipment, training, and most importantly, the experience the department gained during the DNC this past July have left Boston with what we are calling the "DNC Dividend." The lessons learned and the partnerships that were forged and reinforced will enhance safety in our city for several years to come, whether we are routinely policing our neighborhoods, managing world-class events, or addressing terror threats.



Officer secures
North Station near
the Fleet Center.

Email from Protestor

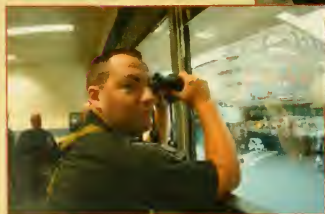
DATE/TIME: 7/26/04 8:35:53 pm

REPLY EMAIL: [redacted]

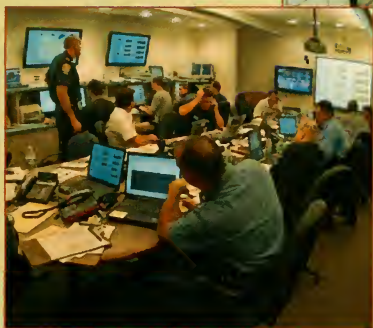
Subject: Police conduct during the DNC

I attended an anti-war/anti-bipartisan rally this afternoon. We began marching at Copley Square and ended at the soft zone outside of the FleetCenter. Overall, I commend the way our police escorts conducted themselves. They were courteous and did their best to avoid a confrontation, despite anti-police sentiment from much of the crowd. One officer said, "Excuse me" when he needed to cut in front of me, while another was quick to calm his dog down when the animal became agitated and began to bark. My only concern was that the police did attempt to search one protestor's bag during the march, which agitated the crowd. Even then, however, the officers conducted themselves well, quickly defusing the situation. I hope that we protestors and the police can continue to respect each other during the remainder of the DNC.

NOTE: This is a transcribed version of the original email. All spelling/grammatical errors have been corrected.



*Images from
the Convention*



Red Sox Victory Parade



*Red Sox fans line
the streets of Boston,
just a few of the
millions who
gathered to cheer
on the Red Sox.*



*Fans brave the
rain to congratulate
the Red Sox.*

October 30, 2004

The City of Boston celebrated the long-awaited Red Sox World Championship by staging a "Red Sox Roving Rally." A procession of 17 Duck boats carried the Red Sox players through the streets of downtown Boston and into the Charles River.

The crowds, which were estimated to be between 2 and 3 million people, enjoyed a safe and peaceful celebration. This was due in no small part to the security plan that was developed by the Boston Police Department and carried out by members of the Department and our law enforcement and public safety partners, who worked with us to secure every stage of the parade route.

*Security was
heavy along the
parade route.*

Fans along the
parade route on
Tremont Street.



February 3, 2004

More than one million New Englanders gathered in Boston to celebrate the New England Patriots' SuperBowl XXXVIII Championship.

The crowd celebrated peacefully as the Patriots players were escorted through downtown Boston and into City Hall Plaza on a procession of duck boats.

Patriots Victory Parade



Boston Police and
EMS personnel escort
the Patriots toward
City Hall Plaza.



Fans line up to take
photos of the parade
while officers
monitor the crowd.

National Night Out

National Night Out is the nation's effort to heighten crime and drug prevention awareness, generate support for, and participation in, local anti-crime programs, strengthen neighborhood spirit and police-community partnerships, and send a message to criminals that neighborhoods are organized and fighting back. This year's National Night Out in Boston featured a number of large, neighborhood-based events in all of Boston's 11 police districts, and smaller events such as block parties, cookouts, exhibits, contests, and youth programs.

Coordinated by the Neighborhood Crime Watch Unit, highlights of the event included the Boston School Poster Contest, Salute to the Neighborhoods, and an award ceremony recognizing the Top Ten Neighborhood Crime Watch Groups and the Crime Fighter of the Year.

This annual celebration includes residents of all ages who eagerly participate and look forward to each year's events. In the 2004 national competition, Boston's National Night Out placed 4th, marking the 13th time in a row that Boston has placed in the top 5 of all cities that competed.

*National Night Out
Hands Across the
Mass. Ave. Bridge.*



I A W P C o n f e r e n c e

In 2004, Boston was the host site of the 42nd Annual Training Conference of the International Association of Women Police. The Conference, IAWP's first ever in the New England area, brought into Boston law enforcement executives from the US, Canada, and over 45 countries, some coming from as far away Australia, Kosovo, and Uganda.

Once in Boston, thanks to the hard work of Department personnel, attendees took advantage of workshops on topics such as leadership, terrorism, homeland security, investigative techniques and domestic violence.

By every measure, the 2004 IAWP was a success. The conference was a great opportunity to showcase Boston, the Department, and to develop professional networking for women officers from around the world.

*Captain Maura Flynn
leads the procession of
the opening ceremony.*



*Royal Canadian
Mounted Police march
in the opening ceremony.*

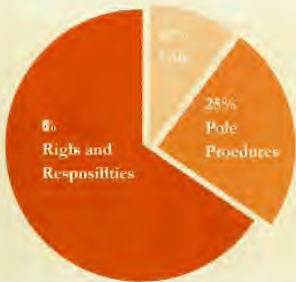


M E A S U R I N G P R O G R E S S

Bureau of Internal Investigations

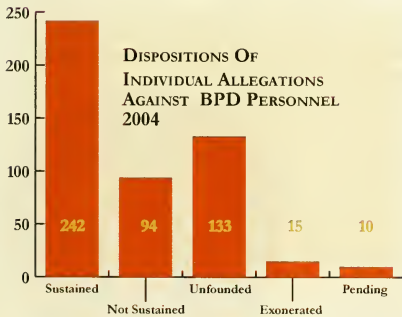
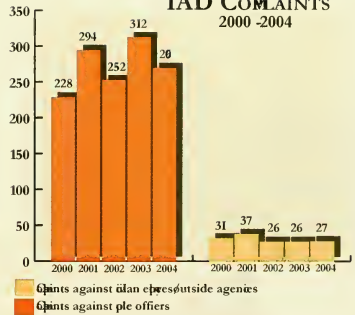
Crime Statistics

ALLEGATIONS AGAINST DEPARTMENT PERSONNEL -2004



- Inbdes Attendane, Sultane Absce, Negct of Duty Gndue Unbong, Respful Treatment, etc
- Inbdes Exessie Fore, Details Dertim Garts, etc
- Inbdes bitit WEnvironmt, Offensie Language
- Violation of Cpter Use, etc

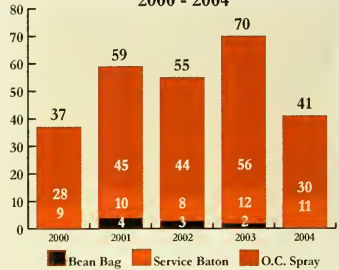
IAD COMPLAINTS 2000 -2004



FIRMS DISCREG 2000 - 2004



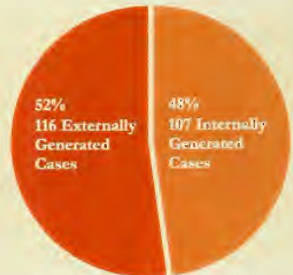
REPORTED USE OF SERVICE BATON, OC SPRAY & BEAN BAG 2000 - 2004



Types Of Situations From Which Complaints Arose - 2004



TOTAL NUMBER OF IAD CASES - 2004



Crime Statistics

FIGURE ONE: VIOLENT CRIME 1985-2004

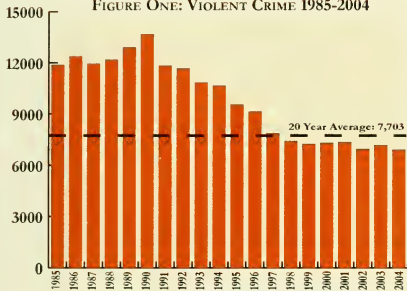


FIGURE TWO: PART ONE CRIME 1985-2004

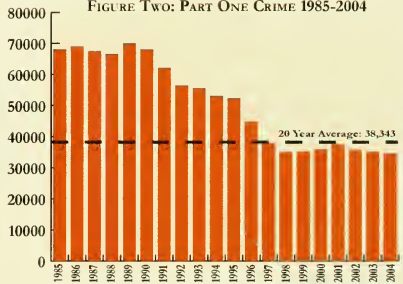
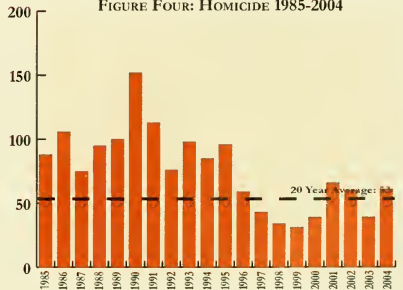


FIGURE THREE: PART ONE COMPARISON 2003-2004

Crime	2003	2004	% Chg.
Homicide	39	61	56%
Rape*	263	269	2%
Robbery*	2,759	2,428	-12%
Aggravated Assault	4,113	4,159	1%
Burglary*	4,344	4,545	5%
Larceny*	17,069	17,526	3%
Vehicle Theft*	6,463	5,545	-14%
Total Part 1	35,050	34,533	-1%

*Includes Attempts

FIGURE FOUR: HOMICIDE 1985-2004



Retirees 2013

January

Police Officer William Battos
Detective Joseph Murphy
Police Officer Edward Campbell
Police Officer Paul Johnston
Police Officer William McGuinness
Detective Mario Modica

February

Police Officer Edward Fleming

March

Police Officer John Rooney
Captain Albert Sweeney

April

Police Officer Gary Lindsey
Deputy Supt. Charles Cellucci
Sergeant John Kryzanowski
Police Officer Martin Columbo

May

Police Officer Rosemary McLaughlin
Police Officer Edwin Alicea

June

Sergeant Paul Sanders
Sergeant Detective Mary Crowley
Police Officer James O'Malley
Police Officer James Kilduff

July

Lieutenant Detective Paul Crossen
Sergeant Detective Joseph Devlin
Sergeant Donald Conlin
Police Officer James Hagerty
Police Officer Roger Concannon
Police Officer James Hagerty
Detective Joseph Geary

August

Police Officer Richard Cetrone

September

Police Officer Michael Cintolo

October

Police Officer Paul Gaines
Sergeant Detective James Nugent
Police Officer Zenen Ramos

November

Sergeant John Doherty
Detective Joseph Martin
Police Officer Danilo Ramirez
Police Officer Brian Dunn
Detective James Farrell

December

Police Officer John Brown

Awards

On Tuesday, October 5, 2004, the following members of the Boston Police Department were honored at the Annual Massachusetts State Trooper George L. Hanna Memorial Awards for Bravery Ceremony held at the State House for their outstanding acts of bravery and courage.

State Trooper George L. Hanna Medal of Honor

Sergeant Charles L. Byrne
District B-3

Police Officer Robert J. Welby
District B-3

Police Officer Dennis C. Cogavin
District B-3

Police Officer James J. Morrissey
District E-5

Police Officer James D. Harris
District E-5

Police Officer Paul J. Bercume
B.I.S.-Youth Violence Strike Force

Police Officer Albert C. Christie
District E-5

State Trooper George L. Hanna Medal of Valor

Sergeant Charles R. Daly
B.I.L.-Anti-Corruption Division

Police Officer Daran D. Edwards
District B-3

Police Officer Thomas E. Sullivan
District C-6

Police Officer Adam C. Gill
District B-2

Police Officer Robert Cappucci
District D-14

State Trooper George L. Hanna Merit Award

Lieutenant John H. Danilek
District B-3

Police Officer Alvin S. Holder
District B-3

Police Officer Earl G. Jacob
District B-3

Police Officer Eric McPherson
District A-1

Police Officer James A. Griffin
Drug Control Unit-District A-7

Police Officer Michael R. Doyle
District D-4

Police Officer Michael R. Mylett
District B-2

The Henry L. Shattuck Public Service Award honors City of Boston employees who have made outstanding contributions to public service. Presented by the Boston Municipal Research Bureau, the award is named after former Municipal Research Bureau Chairman Henry Lee Shattuck. Recipients are recognized for their demonstrations of unusual competence, exceptional initiative, leadership ability and cooperative attitudes in both the workplace and the community.

2004 Henry L. Shattuck Public Service Award Recipients

Police Officer Daniel P. Fagan
District B-2

Civilian Jennifer W. Maconochie
Office of Strategic Planning

Military

The following members of the Department also answered our nation's call to duty by serving in the U.S. military during 2004:

Police Officer Michael Barden

Lieutenant Timothy P. Callahan

Police Officer Tlaloc Cutroneo

Police Officer James P. Defeo

Police Officer Andrew Fay

Police Officer Michael Fayles

Police Officer Joseph Hanley

Police Officer Martin D. Harrison

Civilian Gerard Hill

Police Officer Daniel M. Humphreys

Police Officer Israul Marrero

Police Officer Joel McCarthy

Sergeant Kevin J. McGoldrick

Police Officer Alan Perkins

Police Officer Roudolphe Szegda

In Memoriam

Active Duty Deaths

Police Officer Ernest J. Favalora

January 31, 2004

Sergeant Robert J. Cravens

October 16, 2004

Directory

Area / District Stations

A-1	343.4240	40 New Sudbury Street Beacon Hill, Charlestown, Chinatown North End, Bay Village, Financial District
A-7	343.4220	69 East Paris Street East Boston
B-2	343.4270	135 Dudley Street Roxbury, Mattapan, North Dorchester
B-3	343.4700	1165 Blue Hill Avenue Dorchester, Mattapan
C-6	343.4730	101 West Broadway Street South Boston
C-11	343.4330	40 Gibson Street Dorchester
D-14	343.4260	301 Washington Street Allston, Brighton
E-5	343.4560	1708 Centre Street Roslindale, West Roxbury
E-13	343.5600	3347 Washington Street Jamaica Plain
E-18	343.5600	1249 Hyde Park Avenue Hyde Park, Mattapan, Readville
G	343.4600	Area G - Operations Division

Executive Offices

343.4500	Office of the Police Commissioner
343.4577	Bureau of Administration and Technology
343.4300	Bureau of Field Services
343.4526	Bureau of Internal Investigations
343.4497	Bureau of Investigative Services
343.4410	Bureau of Professional Development
343.5646	Special Operations
343.5043	Chief Administrative Hearings Officer

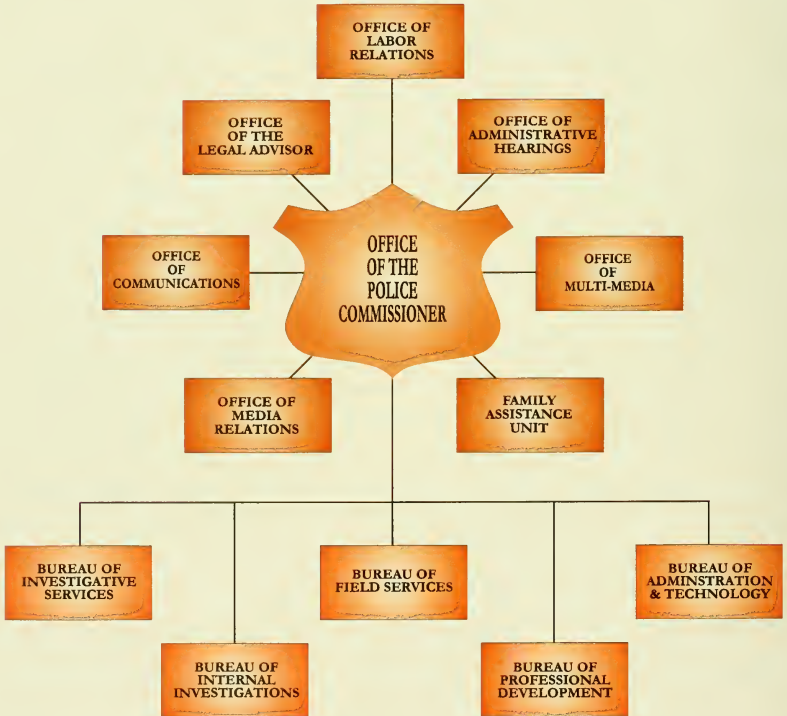
Key Operational Services

343.4661	Central Supply
343.4379	Facilities Management
343.4665	Finance
343.4610	Fleet Management
343.4475	Hackney Carriage
343.4677	Human Resources
343.4544	Labor Relations
343.4550	Legal Advisor
343.4520	Media Relations
343.4345	Neighborhood Crime Watch
343.4530	Research & Evaluation
343.5096	Resource Development & Strategic Planning
343.4620	Telecommunications

Key Investigative Services

343.4465	Ballistics
343.4527	Community Disorders
343.4690	Crime Lab
343.4350	Domestic Violence
343.5625	Drug Control
343.4470	Homicide
343.5200	Major Investigations
343.4400	Sexual Assault
343.4328	Intelligence Unit
343.4444	Youth Violence Strike Force

2004 Organizational Chart



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