

New York City Police Department

LARGE SCALE CHANGE INITIATIVES

1. COUNTER-TERRORISM

- Prior to September 11, the threat of terrorism received very little attention compared to conventional crime
- Post September 11, counterterrorism has become a top priority, resulting in major changes in agency operations, culture and relationships with Federal, State and City partners.
 - new Counterterrorism Bureau established
 - equal partner with FBI in Joint Terrorist Task Force
 - about 1,000 police officers a day dedicated to counterterrorism
 - postings in six countries
 - new relationship with US and international intelligence agencies
 - more robust incident response protocols
 - massive training and provisioning requirements
 - more global perspective, Department-wide
 - 275 certified interpreters of 45 different languages
 - closer relationship with many business sectors
 - greater focus on obtaining Federal funding
- The core mission of the Department has changed in significant ways
- The nature, scale and complexity of the Department's relationships with other agencies, institutions and the public have been altered and continue to evolve.

2. SCHOOL SAFETY

- Organizational responsibility for School Safety was transferred from the Board of Education to the New York City Police Department in 1998
- The School Safety Division was subsumed by the Department with little organizational change or formal interagency collaboration

- Mayoral control of the new Department of Education served as a catalyst for greater integration of operations
- The Mayor's Impact School program provides an intensive focus on problems of a workable scale. It also serves as a laboratory for innovation.
- The Impact School interagency working group:
 - instills a sense of urgency in all stakeholders
 - has made problem identification and diagnosis a joint responsibility (assessment teams)
 - focuses on results and expects measurable change
 - bridges the gap between organizational cultures
- Still a work in progress – some thorny measurement issues to resolve

3. **GENERAL OBSERVATIONS**

- A sense of urgency needs to pervade organizations engaged in large scale change
- An imbalance in the sense of urgency or priority works against effective collaboration
- Partnerships need to be purposeful and results-oriented
- Performance indicators focus attention and maintain momentum
- We need to re-think the traditional hierarchical relationship among City, State and Federal agencies