THE NEW YORK COUNTY DISTRICT ATTORNEY
PRESENTS
A SYMPOSIUM ON
INTELLIGENCE-DRIVEN PROSECUTION
AN IMPLEMENTATION GUIDE

Thursday, June 4th & Friday, June 5th 2015
NY/NJ HIDTA
250 Vesey Street, New York, NY
“As District Attorney, I am not satisfied by our ability to keep crime in Manhattan low; I measure success by our ability to help drive crime even lower. Today, however, the responsibilities of a big city prosecutor’s office are no longer limited to what takes place inside a courtroom. Fighting crime in the 21st century requires forward-thinking innovation in all areas that impact public safety and fairness, and lasting partnerships with our communities.”

-Cyrus R. Vance, Jr.

“We will be relentless until New York is in fact the safest city in America”

-Jack Maple
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Intelligence-driven Prosecution: An Overview

Effective crime-fighting begins with a clear understanding of (i) the nature of criminal activity affecting our communities, from violent crimes to quality-of-life issues, and (ii) the individuals committing these crimes. In May 2010, District Attorney Cyrus R. Vance, Jr. created the Crime Strategies Unit (“CSU”) to develop and implement an Intelligence-driven Prosecution (“IDP”) model. IDP focuses the collective resources of a prosecutor’s office on one goal: reducing crime, particularly violent crime, through timely information sharing and close coordination with law enforcement and community partners.

There are many factors affecting the ability of prosecutors to impact crime in their jurisdictions, foremost among them is the availability of resources. Often, the more staff and resources an offices has, the greater the flexibility to assign prosecutors to roles beyond the most fundamental: charging, indicting and trying defendants. However, in all offices, whether urban, suburban or rural, an IDP model can help an office fulfill its core mission without placing an unrealistic demand on resources. This approach allows for better informed prosecutions by focusing resources on those individuals most responsible for driving crime. To succeed, an IDP model must become part of the DNA of an office and serve as an office-wide philosophy toward prosecutions and, ultimately, crime reduction.

While police departments have the primary responsibility for responding to and reducing crime, the actions taken by a prosecutor post-arrest can multiply the positive effects of an arrest through aggressive and appropriate prosecution or, dilute the effects, by failing to recognize and respond to the significance of a particular defendant’s role in criminal activity.

The foundation to the success of the IDP model in Manhattan has been the close partnerships the District Attorney’s Office has fostered with the New York City Police Department (“NYPD”), other law enforcement agencies and the communities we serve. To ensure close coordination with the NYPD, we divided Manhattan’s 22 police precincts into five geographic areas and assigned a senior prosecutor in CSU to focus on and understand criminal activity in each area. This organizational structure significantly serves the police department in that there is a single point of contact, who is the office’s expert on precinct conditions, to assist with questions, problems, significant arrests and to coordinate crime-reduction strategies. In return, CSU is able to call on the highest levels of the NYPD to request assistance with our prosecutions, share concerns and to access information that helps us focus our prosecution resources where they will most effectively reduce crime.

In addition to the partnership with the NYPD, CSU has developed strong working relationships with other law enforcement agencies and stakeholders throughout Manhattan, including the New York City...
Department of Correction, the New York State Department of Corrections and Community Supervision, the New York City Housing Authority, NY/NJ HIDTA, the United States Attorney for the Southern District of New York, the Port Authority of NY and NJ, neighborhood block associations, Business Improvement Districts, and numerous religious and civic organizations. These partners share information and knowledge that we incorporate into the decisions about where to focus our resources and how to respond to arrests or crime conditions.

A key element of CSU's mandate is to make more effective use of the vast amounts of information gleaned from the thousands of cases prosecuted each year by the Office. Previously, the information acquired through our investigations and prosecutions of street-crime cases was not centrally organized, or analyzed. CSU is finding innovative ways to make this information available throughout the Office, when and where it is needed. Rather than information lost amid thousands of legal pads in the offices of hundreds of Assistant District Attorney's (ADAs), CSU gathers this information and converts it into useable criminal intelligence in the form of data maps, searchable databases and meaningful arrest alerts. These efforts allow CSU to uncover links between cases that might otherwise go undetected.

Gathering information about criminal activity and identifying those who disproportionately drive crime is of limited use unless we are alerted to a priority target's arrest and are prepared to respond appropriately. The challenge faced by prosecutors' offices, especially urban ones, is being informed at the earliest stage of a prosecution as to the importance of a particular defendant in wider criminal activity. In some cases, the priority of a defendant will be clear based on the number of arrests and convictions appearing on the rap sheet. However, key information frequently is not apparent in a defendant's prior criminal history but consists of knowledge that a defendant is, for example, the leader of a violent gang, a suspect in a shooting, or the main supplier of narcotics in a public housing development.

Offices of all sizes face daunting challenges in making information available to line-prosecutors amidst the processing of tens of thousands of arrests. For example, the nation's largest prosecution office, the Los Angeles County District Attorney's Office, with approximately 1,000 deputy district attorneys working from 30 locations, prosecutes nearly 60,000 felonies and 130,000 misdemeanors a year. Their Juvenile Division, which has nine offices throughout the county, files approximately 30,000 criminal petitions a year against criminal offenders under 18 years of age.

1 Los Angeles County District Attorney’s Office website: http://da.lacounty.gov/oview.htm
2 Cook County State’s Attorney’s Office website: http://www.statesattorney.org/index2/about_the_office.html
cases annually; citywide, there are hundreds more ADAs and hundreds of thousands of additional criminal prosecutions.

In order to organize and manage the information gathered as a result of employing an IDP model, the Manhattan DA’s Office created a sophisticated Arrest Alert System. The system, which is managed by CSU but also allows for individual ADA access, provides email notifications of the arrests anywhere in New York City of priority defendants. The Arrest Alert System also provides automatic email notification when a defendant currently under prosecution is arrested anywhere within the city’s five counties.

Now, because of this alert system, charging decisions, bail applications, and sentencing recommendations accurately reflect each defendant’s particularized impact on criminal activity in our communities. Defendants can no longer exploit the anonymity that previously came with committing crimes in a large metropolis. For instance, email alerts notify us of arrests in Manhattan of Bronx-based gang members and the resulting sharing of information between Manhattan and Bronx prosecutors and police precincts leads to more effective prosecution of such cases and improved safety for the residents of both counties.

Moreover, the information gathered by CSU and disseminated through the Arrest Alert System allows us to assess and recommend appropriate sentences for defendants, i.e., identify those for whom incarceration is an imperative from a community-safety standpoint and those for whom alternatives to incarceration will not negatively impact overall community safety.

While the use of an Arrest Alert System is critical to an effective Intelligence-driven Prosecution model, it is only one step of a multi-faceted process aimed at gathering, organizing and disseminating criminal intelligence.

Separate from CSU, but a key component of the Office’s Intelligence-driven Prosecution model, the Violent Criminal Enterprises Unit (VCEU) uses wiretaps, undercover operations and conspiracy laws to investigate and prosecute violent street gangs, gun traffickers and large-scale narcotics operations. VCEU works with the elite gang, narcotics and firearms units of the NYPD, as well as with agents from Alcohol, Tobacco, Firearms and Explosives (ATF) and other agencies to reduce violent street crime by incapacitating violent offenders.

The New York County District Attorney’s Community Partnerships Unit (CPU) is a critical link between the District Attorney’s Office and the community. CPU builds and sustains community partnerships to prevent crime and enhance public safety. The staff of Community Partnerships attends more than 1,400 meetings
Create the Internal Structure to Support an IDP Model

An Intelligence-driven Prosecution model requires prosecutors to (i) understand the crime issues facing their communities, from violent crimes to quality-of-life issues, and (ii) identify which defendants disproportionately drive those crimes. It is only then that individual prosecutions can be evaluated through the prism of a defendant’s contribution to crime in the community and ensure that the dispositions appropriately reflect that reality. To appropriately target priority offenders for aggressive prosecution, a prosecutor’s office should develop an internal structure to gather, organize and make accessible intelligence regarding criminals and their activities.

The resources of a prosecutor’s office, the size and diversity of the population it serves, the number and organization of independent police agencies within its jurisdiction, along with other issues specific to a jurisdiction, will all determine the most efficient structure of an Intelligence-driven Prosecution model. In Manhattan, CSU is the main vehicle for implementing the Office’s Intelligence-driven Prosecution model.

CSU consists of a Unit Chief and one senior prosecutor assigned to each of the five geographic areas within Manhattan. In addition, six Intelligence Analysts assist the ADAs with managing the flow of information.

CSU was organized along the following geographic lines to address important internal and external goals of an Intelligence-driven Prosecution model. The main considerations used in determining the most effective structure for CSU were:
• Police command structure;
• Crime rates and types; and
• Community demographics

POLICE COMMAND STRUCTURE:

Goal: Provide each precinct commander, and those under his/her command, with a single point of contact in the DA’s Office. We created CSU Areas by incorporating the pre-existing geographic boundaries of the NYPD command structure. The NYPD structure has two components: i) precinct boundaries (a total of 22 within Manhattan) and ii) Patrol Borough boundaries (a total of two within Manhattan). The Patrol Borough of Manhattan South (“PBMS”) is comprised of the 10 precincts south of 59 Street, and the Patrol Borough of Manhattan North (“PBMN”) is comprised of the 12 precincts north of 59 Street.

Next, we established the following rules:

• Each NYPD precinct would be included entirely in a single CSU area; and
• Each CSU area would include only precincts that are either in the PBMS or in the PBMN command structure; no CSU area overlaps between the two patrol boroughs.

The benefits of this structure include:

• Each precinct commander and the supervisors within his/her command work with a single CSU ADA, resulting in strong working relationships;
• The borough commanders who supervise the precinct commanders become acquainted with the small number of CSU ADAs who cover the precincts in their patrol borough, as opposed to corresponding with every ADA in CSU;
• Since NYPD meetings are generally organized around the patrol boroughs, the number of meetings the CSU ADAs need to attend is minimized while the information that they receive from the meetings they attend is maximized; and
• By attending meetings with the same group of police commanders on a continual basis, the CSU ADAs become familiar with the crime and community issues outside of their particular Area, and in turn, the precinct commanders become familiar with the other CSU ADAs covering precincts in their patrol borough. (This is particularly useful whenever one CSU ADA is assigned temporarily to cover for another.)
**Crime Rates and Types:**

Goal: Ensure that each CSU Area incorporates a wide range of crime issues while balancing the volume of crimes across Areas. To ensure the continued professional growth and strong morale of the CSU ADAs, we sought to ensure that each ADA in the unit dealt with a wide range of crime issues. We aimed to avoid creating Areas that were either overly violent-crime-heavy (and overly time-consuming) or overly affected by quality-of-life crimes (and possibly not sufficiently engaging).

We analyzed the distribution of the FBI's "seven majors" across all precincts for the three years prior to the creation of CSU. We looked at both the number of criminal complaints and the number of arrests across each of the seven index crime categories. Using equations built into a Microsoft Excel spreadsheet, we moved the index crime numbers for whole precincts in and out of the five CSU Areas and automatically recalculated the total number of crimes, both violent and non-violent, that were reported in the resulting groupings. In this way, we were able to assess what the groupings of various precincts would mean in terms of crime volume.

While shootings are included in the Felony Assault numbers of the "seven majors" discussed above, we conducted a separate analysis of shooting incidents and shooting victims as many are associated with violent gangs or crews. The violence associated with these gangs and crews takes an inordinate amount of time and energy to document, understand and target for prosecution. From a resources standpoint, it is important to know which of the Areas is beset by gang-related violence as opposed to other types of street violence.

**Community Demographics:**

Goal: Where possible, maintain cohesiveness of demographics and communities within CSU Areas. In addition to being a police contact, the CSU ADAs were also tasked with building relationships with key community partners. While it was clear that some communities were spread across more than one police precinct, e.g., the Dominican community in Washington Heights or the Spanish-speaking communities of East Harlem, we endeavored to include such communities within a single CSU Area to maximize the responsiveness of the CSU ADAs to community concerns. To the extent that adjacent neighborhoods had similar demographics and crime issues, we also tried to combine them within one CSU Area.

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3 This concern is one of the main reasons we did not adopt an office-wide zone model. It would be difficult for some of the office’s six trial bureaus not to end up prosecuting mostly violent crime while other bureaus end up prosecuting non-violent and quality-of-life crimes. Such a result has the potential for being negative for both morale as well as training.

4 Central Park precinct was excluded from the analysis due to the de minimis number of its index crimes.

5 The Community Partnerships Unit (“CPU”) of the Manhattan DA’s Office was and remains the main point of contact for the community. The CPU community coordinators are aligned along the same area lines as the CSU prosecutors and work very closely with their CSU counterparts to understand and address community concerns.
**OTHER ISSUES:**

Non-Precinct Police Commands – In New York City, the NYPD Transit Bureau patrols the subway system and the Housing Bureau patrols the public housing developments of the New York City Housing Authority. Both commands requested a CSU point-of-contact.

- We assigned the three NYPD housing “precincts” to the Area in which most of its housing stock was located. This meant at times that one CSU ADA developed expertise on gang and housing issues which were based in another ADA’s Area. This simply required that the ADAs worked closely together to share information on overlapping issues.
- The Transit Bureau, with its four transit districts in Manhattan, was initially assigned to the ADA responsible for the fewest number of precincts. However, that CSU Area turned out to be the most demanding due to widespread gang activity. With time and analysis, the resource demands of each Area became clearer, and reassignments occurred.

Geographic Contiguity – Because crime problems, especially gang and crew feuds, tend to flow across neighboring precinct lines, we decided that the precincts assigned to each CSU Area would be contiguous. Additionally, all CSU ADAs constantly share information with each other regarding cross-Area crime issues.

**Prepare a Comprehensive Survey of Crime in Your Community**

An Intelligence-driven Prosecution model must start with a comprehensive understanding of the crime issues confronting the communities we serve – (i) Where are the problem locations? (ii) What are the crime issues most affecting each location? and, (iii) Who are the individuals most responsible for driving that crime? The main source of this information was the Police Department itself. The community at large is also an important source of information regarding safety and quality-of-life issues. Thus, by combining the NYPD’s broad focus on crime statistics and community input from regular precinct community council meetings, analysis of investigations within the Office and participation in many outside meetings by CPU coordinators, we amassed a detailed, yet expansive, understanding of crime in Manhattan.

The NYPD’s knowledge of specific individuals disproportionately responsible for committing crimes was invaluable. To capture this insight, we met with each precinct’s Field Intelligence Officer (“FIO”) who briefed us on crime within his or her precinct. We also identified and met with detectives and patrol officers

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6 FIOs are Sergeants from the NYPD’s Intelligence Division assigned to each of precinct in the city. Among other tasks, the FIOs provide information to the precinct commanders regarding all manner of criminal activity with the precinct.
within each precinct who were most familiar with high-crime areas or entrenched crime issues. These officers have detailed knowledge of the nature of the criminal activity based upon their daily interactions with the community and were able to identify particular individuals as priority targets.

Additionally, we asked each precinct to identify their worst 25 criminals and provide an explanation as to why each target was so identified. After reviewing the information in support of the precincts’ determinations, we termed these individuals “Priority Targets” - people whose incapacitation by the criminal justice system would have a positive impact on the community's safety and/or quality of life. These targets were then entered into the Arrest Alert System to ensure an appropriate response when targets are arrested.

**BRIEFING BOOK**

To organize and catalogue the findings of the initial crime survey, CSU prepared a precinct-by-precinct summary that could be easily referenced later, while also providing a point of comparison for assessing our efforts.

Each precinct’s summary followed the same outline:

1. Precinct Map and boundaries;
2. List of precinct contacts;
3. A paragraph with a general overview of crime within the precinct;
4. Comparative statistics of index crimes – current year v. prior year;
5. Community concerns regarding crime within the precinct;
6. Analysis of all shootings and homicides within the precinct, year-to-date;
7. Analysis of hotspots within the precinct; and
8. Analysis of gangs active within the precinct, including any violence connected to them.

Ultimately, the process of preparing this briefing book was invaluable towards building relationships with each precinct and focusing our subsequent prosecution initiatives towards the most violent locations and groups throughout our jurisdiction.

**The Arrest Alert System**

As CSU developed a comprehensive understanding of the nature of criminal activity in our communities and began to identify the individuals driving crime, we discovered that a fair number of targets were already being prosecuted by the Office. However, it was near impossible to identify the arrests of priority defendants from among the tens of thousands of arrests in Manhattan, to say nothing of the hundreds of
thousands of arrests throughout the City. As a result, our prosecution decisions were based mainly on the nature of the arrest charges and the defendant’s documented criminal history, as opposed to the comprehensive criminal background learned through the criminal intelligence-gathering process.

In an effort to address this disconnect, the Office developed the Arrest Alert System. With an effective Arrest Alert System, priority targets no longer pass anonymously through the criminal justice system without a prosecutor making a deliberate, reasoned assessment regarding dispositions based both on the facts of the case and the role of the defendant in criminal activity.

Benefits of an Arrest Alert System:
1. Draft enhanced bail applications
2. Elevate charges
3. In open cases, alert the judge of an existing case if there is a second arrest
4. Provide timely notice of debriefing opportunities
5. Notice of violations of a curfews and conditions
6. Provide opportunities for intelligence gathering

THE ROLE OF FINGERPRINTS AND A STATE ID NUMBER
In New York State, as elsewhere, each person who is fingerprinted is assigned a unique identifying number. In New York, that number is known as a NYSID (New York State ID number) and is assigned by the New York State Division of Criminal Justice Services (“DCJS”).

Every time a defendant is arrested for a printable offense in New York City, the NYPD transmits an electronic copy of the defendant's fingerprints to DCJS. DCJS updates the defendant's criminal history and returns to the NYPD the defendant’s NYSID number and rap sheet. That NYSID number, along with the arrest information (such as date, time, location and charge), is then transmitted to the Manhattan DA’s Office for use in processing the arrest.

As NYSID numbers are received at the DA’s Office, they are compared against the NYSIDs listed in the Arrest Alert System. If a match is found, an email is generated and automatically sent to those who have registered to receive it because of an interest in the particular defendant.

In Manhattan, the arrest alert generally is received on the recipient ADA’s Blackberry within two to three hours of the arrest. Because of the timeliness of the alerts, charging papers have yet to be drafted and there remains plenty of time for information sharing and preparation of bail documents and sentencing recommendations before a defendant’s arraignment.
For ease of generating reports and organizing permissions and arrest notifications, an Arrest Alert System must be able to categorize defendants and their alerts. Generally, the ability to “nest” a defendant’s NYSID down to at least three levels is optimal.

For example, one useful category encompasses all of the police precincts, or divisions, within a jurisdiction (Level I). Within the “Precincts” category, each individual police precinct within the jurisdiction would have its own group (Level II). Within each precinct group, sub-groups could be created to reflect crime issues specific to the precinct (Level III).

- **Precincts** (Level I)
  - 1st Precinct (Level II)
    - Unlicensed General Vendors (Level III)
      - John Doe 012345678Z (Arrest Alert)
    - Larcenists (Level III)
      - John Smith 12987456K (Arrest Alert)
  - 6th Precinct (Level II)
    - Prostitution Recidivists (Level III)
      - Jane Smith 12378945M (Arrest Alert)
      - Anne Doe 96385274M (Arrest Alert)
    - Car Boosters (Level III)
      - Peter Doe 45678932J (Arrest Alert)
  - 23rd Precinct (Level II)
    - Uncooperative Shooting Victims (Level III)
    - Robbery Recidivists (Level III)

Another example of possible Category nesting is “Gangs - Manhattan” (Level I) grouped by gang name (Level II) and then organized by gang status (Level III).
A third categorization level useful in Manhattan is based on “Housing Locations” (Level I), grouped by development name (Level II), and organized by type of crime in which a person is engaged (Level III).

**Gangs - Manhattan**
- **Fetti Boys**
  - Associate
  - Confirmed
  - Former
  - Possible

**Housing Locations**
- **East River Houses**
  - Drug Dealers
  - Robbers
- **Fulton Houses**
  - Graffiti
  - Drug Dealers

Organizationally, the Categories (Level I) and Groups (Level II) could be set up as expandable lists:

- Precincts
- Gangs
- Housing Locations

**ANNOTATING ARREST ALERTS**

Some information should be automatically associated with arrest alerts upon creation:
- The date each arrest alert is created within any Sub-Group (Level III).
  - Some defendants may be included in more than one sub-group, group or category. For example, a target could be a gang member (thus appearing in the Gang Category) who is also known to put graffiti in hallways when he visits family in another precinct (thus appearing in the Precinct Category as well).
- The person who created the alert.
The number of individual arrest alerts quickly will grow beyond the ability to recall details about why any specific defendant is included in an Arrest Alert sub-group. For this reason, the Arrest Alert System needs to permit users to add a note to each alert when it is created and amend notes as needed.

Notes associated with an arrest alert will be included with the email notification sent when a target is arrested. This ensures that the email recipients are aware of specific issues associated with a target, thus informing facts regarding their inclusion in any particular sub-group.

However, there may be situations in which a note contains sensitive information that an ADA prefers not be included in an emailed alert. Therefore, the system should have the option to restrict the sending of a note only to the arrest alert owner(s) (see Permissions, below) and to send an alternate note to non-owner email recipients.

In the example below, the arrest alert owner(s) would be notified that the defendant is a shooting suspect, while others who receive the alert would be told only to contact the ADA assigned to the shooting.

<table>
<thead>
<tr>
<th>Note</th>
<th>Alternate Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>• This defendant is a suspect in the shooting of John Doe on 11/30/12 in the 32nd Pct. See ADA Steve Smith.</td>
<td>• Contact ADA Steve Smith if this defendant is arrested (646-555-1212)</td>
</tr>
</tbody>
</table>

If checked, the Alternate Note will be emailed to non-owners of this defendant’s alerts.

**Permissions**

The Arrest Alert System should allow for the following permissions:

- Super-owner (for the office-wide portion of the Arrest Alert System only)
- Owner
- Editor
- Visitor

The Owner, Editor and Visitor permissions would exist at each of the System’s Levels (I, II and III). The permissions of a higher level would automatically be applied to each subsequent level. For example, the
owner of a Category (Level I) automatically would also be an owner of all Groups (Level II) within the Category, and all Sub-groups (Level III) within each Group. Similarly, an Editor of a Category would also be an Editor of all Groups and their Sub-groups. However, an Owner assigned only to a Sub-Group (Level III) would not be an Owner of the parent Group (Level II) or Category (Level I).

Although there may be only one or a few Super-owners, there does not need to be any particular limit on the number of Owners, Editors or Visitors of each Level. However, the more Owners and Editors there are (especially of Levels I and II), the more need there is for communication and coordination in making changes to the Arrest Alert System.

**SUPER-OWNER**

The Super-owner is the individual assigned to manage the office-wide aspects of the Arrest Alert System (as opposed to the alerts created by an individual ADA who is tracking targets for her own purposes).

A Super-owner has the following permissions:

- Create or delete a Category (Level I) (and its contents)
- Grant or delete Owner permissions to a Category
- All of the permissions of an Owner, below

**OWNER**

An Owner manages the permissions for the top Level to which she has been assigned as an Owner and for all Levels below that Owner level.

- Owners of Categories:
  - Grant or delete Editor or Visitor permissions to a Category;
  - Grant or delete Owner permissions to a Group; and
  - Have all permissions of a Group Owner and a Category Editor.

- Owners of Groups:
  - Grant or delete Editor or Visitor permissions to a Group;
  - Grant or delete Owner permissions to a Sub-group; and
  - Have all permissions of a Sub-group Owner and a Group Editor.

- Owners of Sub-groups:
  - Grant or delete Editor or Visitor permissions to a Sub-group; and
  - Have all permissions of a Sub-group Editor.
EDITOR
An Editor has permission to create or delete Groups, Sub-groups and Arrest Alerts, depending on the level of Editor Access.

- Editors of Categories:
  - Grant or delete Visitor permissions to a Category;
  - Create or delete a Group;
  - Grant or delete Editor permissions to a Group; and
  - Have all permissions of a Group Editor.

- Editors of Groups:
  - Grant or delete Visitor permissions to a Group;
  - Create or delete a Sub-group;
  - Grant or delete Editor permissions to a Sub-group;
  - Have all permissions of a Sub-group Editor.

- Editors of Sub-groups:
  - Grant Visitor permissions to a Sub-group; and
  - Create or delete an Arrest Alert in a Sub-group.

VISITOR
A Visitor can see the Arrest Alert Categories, Groups, Sub-groups and the corresponding arrest alerts along with their notes. However, a Visitor cannot make any changes to the Arrest Alert System.
A Super-owner might see a permissions table such as the one below after clicking on a pre-existing Category (Level I) and then selecting “Edit Permissions”. Once a user is selected from the dropdown menu, the level of permissions to be granted (or deleted) is selected.

![Edit Category Permissions](image)
CHANGING PERMISSIONS
As the Arrest Alert System expands through the addition of Categories, Groups and Sub-groups and more users are assigned as Owners, Editors and Visitors, it is useful for Super-owners and Owners to be able to edit permissions on a global level rather than at the level of each separate Category, Group or Subgroup.

The system should list permissions by user and allow the Super-owner or appropriate Owner to change or delete access or notifications by Level as well as globally. This is especially useful if a user leaves the office or no longer is involved in work that necessitates alerts from the system.

Permissions also need to be editable at the Category, Group and Sub-group levels. A list of the permissions given to various users should be shown by Level, allowing for edits to each existing user as well as the assigning of permissions to additional users. An example of a Category permissions edit box is shown below.
WHO GETS THE ARREST ALERT?

Determining who should receive an arrest alert email is critical to ensuring an appropriate response to the arrest of a target. The default setting is that anyone designated as an Owner, Editor or Visitor of a Category, Group or Sub-group will receive an arrest alert email of any defendant in the respective Category, Group or Sub-group.

It is useful to organize the email notifications around Categories, Groups or Sub-groups as generally anyone interested in one defendant connected with a particular crime issue is interested in all of the defendants so connected. However, there are times when an ADA has an interest in a single defendant contained in a Sub-group and wants to be alerted to that single defendant’s arrest and not to any other defendant’s arrest.

It is helpful, therefore, to permit the addition (and later deletion) of a single notification for any particular defendant. This can be done in a number of ways, but one method is to include this single addition / deletion capability as part of the edit function of a defendant’s arrest alert.

OPEN CASE ALERTS

It is common for defendants with pending cases to be rearrested if they have made bail or have been released without bail. In such instances, it is useful to generate an arrest alert for any ADA who is handling a defendant’s pending case(s). These automated emails permit the ADA to reach out to the arresting officer or to her fellow ADA drafting the criminal complaint to seek or share information about the

<table>
<thead>
<tr>
<th>User</th>
<th>Owner</th>
<th>Editor</th>
<th>Visitor</th>
<th>Alerts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doe, John</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Franks, Peter</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Gomez, Elana</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Smith, Joanne</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
defendant. Additionally, open case alerts permit an ADA, where appropriate, to petition the judge on the pending case for a change in bail status even before the new arrest has been arraigned based upon new insight into the defendant’s criminal behavior.

These open case alerts also increase the efficiency of the prosecutions by ensuring that warrants are not being ordered unnecessarily when defendants miss their court date because they are in jail on a new arrest.

**ARREST ALERTS AND LAW ENFORCEMENT**

The automated arrest alerts are emailed to registered users. NYPD officers who have an interest in a particular target or group or subgroup can be subscribed to the alerts by providing a verifiable email address. For example, NYPD Gang Unit officers may subscribe to arrest alerts of gang members. And, precinct commanders and Field Intelligence Officers can subscribe to targets identified in the Arrest Alert System as priorities for a precinct.

**THE ARREST ALERT EMAIL**

The arrest alert email should include the Category, Group and Sub-group titles, the name of the Subgroup owner (as a contact for further information), note(s) associated with the alert, and details of the new arrest.

Below is an example of an arrest alert, shown in two parts – a header (detailing the reasons a defendant is part of the alerts) and the body (providing details of the new arrest). This header below illustrates a defendant who is included in multiple categories, with the arrest alert emailed to each person who has registered his interest in the defendant.

**ARREST ALERT HEADER**

In this example, the header shows that the defendant is included in the following Categories:

1. Gangs – the defendant is a member of a Manhattan gang called FDZ;
2. Housing Locations – defendant lives in the Polo Grounds and is a suspected robber;
3. Parole – the defendant is on New York State parole;
4. FIO Alerts – the defendant has been identified by the Field Intelligence Officer of the 32 pct. as a priority robbery target;
5. Curfews and Conditions – the defendant has a parole-mandated curfew; and
6. Open Case alert.
Alerts organized in this fashion foster communication internally as each recipient can see who else has an interest in the defendant and, in turn, a response can be coordinated among all of those following this defendant. Additionally, anyone seeking information about the defendant’s inclusion in a particular Category is informed whom to contact.

<table>
<thead>
<tr>
<th>Category</th>
<th>Group</th>
<th>Sub-Group</th>
<th>Sub-Group Owner</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Group</td>
<td>Manhattan</td>
<td>FDZ</td>
<td>ADA John Doe</td>
<td>(Note: &quot;Priority Target&quot;)</td>
</tr>
<tr>
<td>2. Housing Developments</td>
<td>Polo Grounds: Robbers</td>
<td></td>
<td>ADA Jane Smith</td>
<td>(Note: Polo Grounds Robbery Watch List)</td>
</tr>
<tr>
<td>3. Supervision</td>
<td>Parole</td>
<td></td>
<td>Steven Jones</td>
<td>(Note: New Arrest Warrant issued on 12/04/2012. Please contact Area Office &quot;MANHATTAN II&quot; at 212.396.3136. Senior parole Office Name: DELGADO, HEMINDA, Parole Office Name: NY/ASANMAID/16U.)</td>
</tr>
<tr>
<td>4. FIO Alert: 3rd Pet. FIO</td>
<td>Robbery</td>
<td></td>
<td>ADA Jane Smith</td>
<td>(Note: In 3/2010, this defendant was identified as a high-priority target by the HO of the 32nd pct., Sgt. Reid.)</td>
</tr>
<tr>
<td>5. Curfew and Conditions</td>
<td>Parole Conditions</td>
<td></td>
<td>Steven Jones</td>
<td>Parole conditions: excluded from area btw. 139th and 155th Streets btw. Clayton and Broadway Avenues; 9pm to 7am curfew; restricted from associating with specified persons - contact CSU for details.)</td>
</tr>
<tr>
<td>6. Open Case Alert</td>
<td>ADA Phillips, Brandon</td>
<td></td>
<td></td>
<td>(Docket 2012NY072553)</td>
</tr>
</tbody>
</table>
**ARREST ALERT BODY**

The details regarding each new arrest of a target in the Arrest Alert System come from information provided electronically by the NYPD. For example, the alert below indicates that this target was arrested for a gunpoint robbery in the 32nd precinct.

![Arrest Information Table]

The body of an arrest alert also provides an opportunity for information sharing. In this example above, the target was arrested in the 32nd precinct, where he is a priority for the precinct's Field Intelligence Officer ("FIO"). However, if he had been arrested in any one of the other 21 precincts of Manhattan or one of the other 75 precincts in New York City, the FIO might have not been informed without the arrest alert. Similarly, the arresting precinct might not have been aware of the arrestee's priority.

Even when targets are arrested in their precinct of residence or criminal behavior, the officers making the arrest may be unaware of the defendant's criminal significance and those in the precinct most familiar with the defendant may not be aware of the arrest until after the defendant has been processed. Thus, the automatic generation and dissemination of alerts to appropriate police contacts ensure that a priority target does not go unnoticed upon arrest, especially if arrests occur outside of the precinct in which he is a significant contributor to criminal activity.
**ARREST ALERT SYSTEM REPORTS**

An Arrest Alert System can generate a number of reports to help identify key cases among the thousands that may pending at any one time, as well as to help coordinate resources within an office.

**CASES BY ARREST ALERT CATEGORY, GROUP OR SUB-GROUP**

This type of report generates a list of defendants, by Category, Group or Sub-Group, and the cases prosecuted by the Manhattan DA’s office. For example, with a list of open cases of defendants who are members of a particular Sub-Group, i.e., a violent gang, the office can brief the ADAs assigned to cases on the gang’s activities and then review and coordinate the proposed case dispositions in order to maximize the law enforcement impact on the gang.

**ARREST ALERT CATEGORIES AND USERS BY DEFENDANT**

This report will generate a list of all of the Categories, Groups and Sub-Groups in which a defendant’s NYSID number is included. This list will document those defendants who possibly are being tracked by multiple ADAs within the office, who may not otherwise be aware of their shared interest. This ensures that ADAs are sharing information and coordinating strategies in the early stages of a case—even before an arrest or re-arrest.

**EXISTING OWNER ALERT NOTIFICATION**

Although not technically a report, the Arrest Alert System can be programmed to send an email to all current owners of a NYSID alert whenever another system user creates an alert for that same NYSID. The goal of this email is to foster communication internally so that all ADAs tracking a particular defendant are notified and can share information with other ADAs who develop an interest in the same defendant.

**OTHER TYPES OF ARREST ALERTS**

Arrest alerts need not only be defendant-based; alerts can be created for any single or multiple data points so long as the desired data points are included in the arrest data streams. Arrest data from the NYPD includes name, date of birth, penal law charge, precinct of arrest, address of occurrence, home address, as well as other incident details.

An ADA investigating a shooting at a particular location could, for example, create an alert to be notified of the arrest of any person at that address or nearby locations. Alternatively, an ADA focusing on a particular housing development could create an alert that would notify subscribers when anyone is arrested at any of the addresses of that development or when a resident of that development is arrested elsewhere. CSU has found that the most effective way to match addresses is to geocode and then match
locations rather than trying to match address spellings, which frequently are not uniformly documented (e.g., Broadway vs. Bway).]

Arrest alerts could also be created based upon charge. For instance, alerts for all arrests involving a weapon allow for enhanced investigative steps early in the arrest process, if deemed necessary. Additionally, an ADA focusing on car break-ins could create an alert for anyone arrested and charged with that offense in a particular precinct.

Ultimately, there is no limit to the type or specificity of arrest alerts that can be created, but CSU most frequently uses alerts based upon person, location and crime type.

**Bureau Based Projects (BBPs)**

The comprehensive survey revealed (i) geographic areas that were facing particularly acute criminal activity, generally gang and gun violence and (ii) quality of life crimes, spread across precinct and CSU Area boundaries that previously had not been part of a comprehensive crime-reduction focus by the DA’s Office. To address these concerns we created Bureau Based Projects (BBPs) consisting of dedicated teams of three or more prosecutors from the Trial Division assigned to focus on a particular “hotspot”, gang or crime issue. These prosecutors were charged with identifying individuals responsible for the crime problem or condition, devising proactive plans to target them and prosecuting the cases that resulted. These BBP teams identified ten to fifteen priority targets, entered them into the Arrest Alert System and worked to incapacitate them through incarceration or subject them to supervision by probation or parole.

Some of the issues addressed by BBPs in Manhattan included night club violence, pick-pockets, counterfeit ticket sellers and street scammers who prey on tourists. Members of these issue BBPs reviewed each arrest of a priority target to determine if felony charges were possible, prepared a detailed bail application seeking appropriate bail conditions and conducted intelligence debriefings when appropriate.

The prosecutors staffing BBPs become subject matter experts on the geographic area, gang or crime condition and work closely with NYPD specialized units such as gang, narcotics or the grand larceny division to identify targets and develop intelligence. The members of the BBP teams utilize the Arrest Alert System, the debriefing program, photo sheets and other tools discussed below in this guide to achieve their mission.
Debriefings
CSU area prosecutors regularly conduct intelligence debriefings of defendants. These debriefings are typically with defendants who have been arrested for misdemeanor offenses and are specifically conducted for information purposes and not to gather additional information or evidence to support the new arrest. Typically, the CSU area prosecutor will make the determination whether to debrief a defendant after receiving an Arrest Alert. The debriefings are conducted post-arrest and prior to their arraignment. Defendants are always given Miranda warnings and advised beforehand that the debriefing is being done with no promise or benefit to the defendant. The debriefing is a tool for CSU to gather more intelligence on a geographic area, gang, pattern of ongoing violence or unsolved crimes.

Photo sheets (described below) may be used during these debriefings to focus the defendant’s attention on a specific group of individuals or a gang and can be an excellent tool for gathering criminal intelligence. Photo sheets are helpful for learning nicknames, criminal associations, social media addresses and to learn details about specific violence involving those in the photo sheets.

When a debriefing is positive, the CSU prosecutor or intelligence analyst, who often sits in on the debriefing and takes notes, will complete a debriefing memo stating who was debriefed and what relevant information was discussed. Memos can then be disseminated to prosecutors in BBP’s or those handling cases or investigations that may benefit from the intelligence.

Photo Sheets
Photos of defendants associated with geographic hotspots, gangs or specific crime issues are compiled into Microsoft PowerPoint slides which resemble photo arrays - rows of small passport-size photos. Defendants are grouped according to their gang affiliation, geographic area (predominantly a particular housing development hotspot), or other criminal association. These photo sheets have proved invaluable in identifying the role defendants play within their sphere of criminal activity.

Two sets of photo sheets are created:
The first set is for use by the ADA or investigator conducting the debriefing. In this set, each photo is numbered 1 – XX with the defendant’s name and New York State ID (NYSID) number shown below the photo. On the back of the first set, the defendant’s DOB, AKAs and last known address are listed.

The second set of photos is for use by the defendant or civilian being debriefed. Each photo is shown with the same number (1 – XX) as the first set, but without any of the corresponding identifying data.
Custom Notifications
Following an intelligence debriefing of known gang members or their close associates, CSU prosecutors deliver custom notifications. These gang-involved defendants are generally young men in their late teens and early twenties living in public housing who engage in back and forth violence with rival crews based in nearby public housing developments. Defendants are told that they are no longer anonymous and that they were pulled from correction custody due to law enforcement’s focus on them individually and their gang collectively. In addition, defendants are informed that significant resources are being deployed to end the violence plaguing their community and that those who continue to engage in violence, particularly gun violence, will face substantial prison time. Finally, defendants are encouraged to share the notification with their fellow gang members in the hopes that the message will reach other young people in the community who are at risk of becoming a victim or perpetrator of such violence.

Violence Timelines
CSU creates and maintains violence timelines in areas where there are patterns of violence or a history of ongoing violence. These timelines can list violence geographically, setting forth the violence in a specific precinct, neighborhood or housing development. They can also be based on the gangs or groups committing the violence. These timelines include information about the event: date, time, location, and a brief synopsis of the event as well as the details regarding the individuals involved or believed to be involved, including suspects, defendants, victims and witnesses. The facts provided about the individuals include name, NYSID, DOB (including age at the time of incident) and gang affiliation, if known. Where there is an open case associated with the violence, the prosecutor’s name and the Docket or Indictment number is listed. Where there is no open case but a police report exists, the identifying number of the police report is listed for reference. The violence can include any myriad of events depending on the focus of the timeline, but often the violence includes both reported and unreported events. For example, a report of a shots-fired incident that was not substantiated on the scene by law enforcement but was later verified on social media or in a debriefing could be included in a violence timeline. These timelines are helpful tools to explain the history of violence in an area, educate law enforcement and prosecutors as to the significance of a defendant or gang, and analyze the nexus between recent violence and past violence. Typically, these violence timelines are accompanied by a map showing the location of the violent occurrence.
Crime Mapping
CSU creates maps which visually display a pattern or history of violence in an area. The violence depicted in these maps is typically set forth in a corresponding violence timeline. However, the violence timeline will often include more events than a map displays. There will often be multiple maps that accompany one timeline. For example, maps may be used to show the violence in a particular year or timeframe. This may indicate the escalating violence or show the decrease in violence following a successful investigation and law enforcement strategy in the area. The maps are created using Esri’s ARCGis and Adobe Photoshop. Different colored pinpoints are utilized for each type of violence: red for homicides; green for shootings; and yellow for shots fired. The colors and styles are consistent in all maps created by CSU. While the primary focus of CSU has been and, will always be, violent crime, this mapping technique has also been used to analyze narcotics sales, larceny offenses and street scams.

S.C.I.M. – Surveillance Camera Interactive Map
Obtaining video surveillance of a crime is oftentimes a prosecutor's first step in an investigation. If installed correctly and at a high resolution, video can provide a clear, objective account of what occurred. CSU identifies and maps cameras throughout Manhattan to both identify known cameras and canvas for unknown cameras and then digitally documents the locations and subpoena contact information. When CSU verifies the location of a camera and confirms the appropriate contact to obtain footage, that camera is added to a database and becomes accessible via S.C.I.M. (Surveillance Camera Interactive Map).
Very soon, every ADA in the office will be able to access S.C.I.M. using their desktop computer and a program called Palantir, a technologies suite for data analysis. Although Palantir is the distribution software, S.C.I.M. was developed entirely in-house by CSU. An ADA simply puts in the address of interest, determines whether they would like to run a radius search or a route search, draws the search on the map and then clicks “Run Search” to find cameras in the search area. Radius searches allow prosecutors to draw a circle around a location and return any cameras within that circle. Route searches are drawn on the map in line segments so that camera locations can be found along a path.

Camera information is obtained by CSU directly from many of the larger law enforcement and community partners, like the NYPD, the New York City Housing Authority (NYCHA) and Secure Watch 24. S.C.I.M. becomes comprehensive as ADAs provide CSU with camera locations they learn of through investigations via CSU’s DANYNET site. The submitted camera information is then verified by CSU and mapped.

**Target Tracker**

By 2010, 33 BBP’s had been created to focus on the hotspots and issues identified by CSU. The defendants or “targets” of these BBPs were identified as individuals who were “driving crime” – which was the focus of each BBP. Targets were grouped into four categories depending on their level of criminal activity and custody status:

- **Primary Targets:** The top 10 to 15 targets identified by the BBP who are at liberty;
- **Secondary Targets:** Relevant targets but not as significant as Primary Targets;
- **To Monitor Targets:** Those noteworthy individuals currently in state prison but that are expected to be paroled within a few years; and
- **Incapacitated:** Targets who were sentenced to ten or more years in state prison.

To track the status of priority targets, a “Target Tracker” was created. The Target Tracker, an Excel spreadsheet, is updated regularly, with each target’s incarceration status, open case status, parole or probation status, fugitive status, etc. Recognizing that most defendants sent to state prison will be released usually back into the community where they had committed their crimes, close attention is paid to those targets in state custody and their earliest possible release date. To do this, VINE (Victim Information and Notification Everyday) alerts are established via Vinelink.com and the New York State Department of Corrections and Community Supervision. VINE is a free service that provides notice, via phone call or email, of an offender’s release from incarceration.
Parole Restrictions
Based upon information in the Target Tracker and the intelligence gathered on each target, CSU determines whether to request special parole restrictions when a target is released from New York State custody. These conditions may include geographic restrictions (e.g., barring a defendant from rival gang territory) as well as limits on associating with identified fellow gang members. A month or two prior to a defendant's actual release date, CSU will send a request for specialized parole restrictions to the New York State Regional Director of Parole. After reviewing our request, Parole will inform us if they will impose any or all of the requested special restrictions. If imposed, the conditions are signed by the parolee and sent back to CSU. The Area prosecutor then forwards the special conditions to the appropriate police precinct or unit so that our law enforcement partners most likely to encounter a priority target will be aware of the conditions and can report observed violations to the appropriate authorities. An arrest alert will also be created for the parolee indicating the conditions imposed.

Federal Gun Referral/Gun Tracker
To ensure that the illegal possession of a gun in Manhattan is prosecuted most effectively, each gun arrest is reviewed by a CSU attorney to determine if the best case outcome is achieved by a prosecution by the Manhattan DA's Office at the state level or by the US Attorney for the South District of New York in federal court. While the vast majority of gun cases in Manhattan are prosecuted at the state level, there are situations, owing to peculiarities of the New York State Penal law, when a case may be better prosecuted in federal court. For example, possession of ammunition alone is a misdemeanor and simple possession of an inoperable weapon is not a crime under New York law. However, our federal partners may be able to more effectively prosecute these cases and attain lengthy prison sentences depending on the defendant's criminal history and the surrounding circumstances of the crime, e.g., if the defendant has a prior felony conviction, if evidence of narcotics dealing is present or the defendant was violating an order of protection.

Utilizing the penal law charge alert capability of the Arrest Alert System, CSU is alerted to all firearm-related arrests. Each gun arrest is reviewed by a CSU ADA and a determination is made on whether there is federal jurisdiction and then whether federal prosecution would result in a better result from a community safety standpoint.
SharePoint

SharePoint is a web application framework and platform developed by Microsoft. It serves as a secure place to store, organize, share, and access information. All that is required is a web browser, such as Internet Explorer, Chrome, or Safari. CSU’s SharePoint site is the online portal to the majority of intelligence CSU gathers and distributes throughout the Office. Any employee of the Manhattan DA’s Office can access the SharePoint site by navigating to an internal URL. There are many different webpages that all contain information relevant to a particular topic.

CSU’s SharePoint pages include information on CSU and contacts, photo sheets, target lists, precinct maps, current NYPD contact information, New York City Housing development maps, an index of known gangs active in Manhattan and neighboring jurisdictions, a link to DANY 311 (discussed below), SCIM (discussed below), and links to other New York City law enforcement agencies.

DANYNET

In May of 2015, DANYNET replaced the Manhattan DA’s Office use of SharePoint for the sharing of information and intelligence within the Office. DANYNET was built by the Office’s IT Department using Microsoft SharePoint 2013. DANYNET provides a “google-like” search of the Office’s legal library, forms, contacts, case services, and CSU intelligence. It also features a newly designed front page with a user friendly search feature. Instead of traveling to specific intranet sites to find information, sample
documents, or helpful links, all information will be available from the main page primarily through a powerful enterprise-wide search.

**DANY InPho**

Recordings of inmate phone calls from jails can be a treasure-trove of information on pending cases. However, the time needed to wade through these calls and document the results can be overwhelming for any prosecutor or office. To address this challenge, CSU developed DANY InPho, a Microsoft Excel macro that gives users the ability to listen to and systematically organize and analyze recorded inmate phone calls. There are a number of sophisticated algorithms that simplify the user experience, including an automatically generated frequency analysis and built in call summary form that captures vital investigative information such as the number dialed and length of each call.

The program extracts metadata from phone calls, including the inmate name, NYSID, book and case number, date and time of the call, number dialed, and call duration, and organizes the information into a spreadsheet. DANY InPho also features the ability to write summaries and flag phone calls, all of which are saved in the database. ADAs are sent a copy of the spreadsheet with a basic frequency analysis, allowing them to immediately identify key phone numbers. Collecting inmate phone call metadata also enables the creation of network charts, which has proven particularly helpful in gang investigations.

**CPS**

Prosecutors’ offices tend to gather and organize information around arrests. Generally, only when an arrest has been made, and a prosecution commences, do we document details such as the incident location, the crime victim(s), witnesses, the defendant(s) and, possibly, the connection between the incident and other crimes. Unfortunately, many opportunities for solving crimes and building cases are missed by waiting until an arrest occurs before documenting and organizing criminal intelligence. For example, uncooperative shooting victims or suspects in violent crimes frequently are arrested on unrelated matters. Unless a prosecutor’s office has a method in place for gathering and organizing information about violent crime, for example, opportunities to leverage an arrest for cooperation or to incapacitate a violent offender may be missed. To enable the capture and organization of crime-related information, regardless of whether an arrest has been made, the Manhattan DA’s Office created CPS (Crime Prevention System), a repository of criminal intelligence that permits the documenting of relationships amongst the data collected. The CPS database is organized around and searchable by “Persons,” “Gangs,” “Bureau Based Projects” (BBPs), and “Incidents.”
All shootings, homicides, and shots fired we learn of, and a subset of other violent crimes (mainly robberies), occurring in Manhattan are added daily to CPS by an intelligence analyst. Every incident will have the following fields:

- Incident Name;
- Start Date;
- End Date (for reclassified homicides);
- Precinct;
- Address;
- Relative Location (inside, behind, in front of, etc.);
- Geocoding fields for coordinates (mapping); and,
- Incident Description (brief narrative of facts).

Incidents are categorized by type of crime (homicide, shooting, shots fired, stabbing, sexual assault, etc.) and whether they are drug or gang-related or a domestic violence incident. The method in which the crime was committed or the use of a particular weapon (gun, knife, physical force) is noted. This information is used for analyzing crime trends.

Once entered into CPs, incidents are linked to a “Person” entry; the persons are identified as victim, suspect, witness or defendant. Both incidents and persons can be linked to Gangs or to a BBP. In this way, CPS creates a record of people and incidents and their connections to each other and to violent gangs. With one click, CPS can retrieve all violent incidents, and the persons involved in those incidents, which are connected to any one of the fifty-plus active gangs in Manhattan.

"Person” entries usually contain a first name, last name, DOB, NYSID (if available), and nickname(s) (where known). Importantly, CPS provides CSU with a searchable database of nicknames, which are critical in violent crime investigations and frequently are an early step in identifying suspects.

**Wikis: Organizing and Accessing Unstructured Data**

The regular processing of cases within a prosecutor’s office frequently generates information about a defendant’s background that usually is not organized for later access and analysis but which may assist in solving crimes or simply provide a fuller understanding of the person being prosecuted. Layer on that the significant amount of criminal intelligence generated, e.g., through debriefings, through an IDP model, and it becomes necessary to have the ability to organize and make available for later use that unstructured data.
There are a variety of open-source wikis available to suit an office’s need to organize and share data and that provide for different levels of access and edit permissions as well as the capability to source the information. Rather than storing information on legal pads with limited ability to locate and access the information when needed, a wiki allows for organizing information around a person, location, gang or other data point through a simple search function.

**DANY 311**

DANY 311 serves as the central access point for prosecutors within the Office to obtain information either kept and managed by CSU or available to CSU through its network of contacts. Its purpose is to provide prosecutors with quick and efficient access to information about individuals, locations, crime data, background checks and contact information.

DANY 311 commonly receives and answers such questions such as:

- Who is my defendant or witness?
- What can you tell me about this address?
- What do you know about this gang?
- Do you have a contact at the Transit Authority?
- Do we know of any surveillance cameras at this particular location?

The development of DANY 311 began by identifying key internal and external information sources. Internal sources include data gathered from the thousands of cases and investigations handled by the Office each year as well as the intelligence gathered by CSU through debriefings and information sharing with the NYPD. To answer requests submitted through DANY 311 we also utilize our established partnerships in law enforcement, government and the community.

The DANY 311 portal allows us to measure the type and frequency of requests for information as well as CSU’s timeliness in responding. This data is helpful when making decisions about the information that should be available on CSU's SharePoint site and they type of intelligence gathering that may be helpful to ADAs throughout the Office.
Technology Analysts
CSU hires and trains crime analysts who have strong technology skills for placement within the Trial Division. Tech Analysts assist prosecutors in building and enhancing complex cases and investigations, and help with large-scale data collection, organization and analysis. In addition to having access to all of CSU's databases, they are skilled at creating maps and presentations for use in court or grand jury, can interpret forensic reports and results of phone and computer searches, and are adept at collecting social networking evidence. The Tech Analysts maintain a close contact with CSU to ensure that intelligence discovered through investigations and prosecutions is centrally maintained for enhancement of cases office-wide.

National Guard: Counterdrug Task Force
The National Guard provides support to federal, state and local law enforcement agencies and communities to counter the distribution and sale of narcotics. Since 2012 the New York National Guard has assigned criminal analysts from the Guard's Counter Drug Task Force (CDTF) to CSU. The Guard analysts assist with various CSU projects and functions where a counterdrug nexus is present including, but not limited to, the design, development and maintenance of operational intelligence databases; the mastery and daily utilization of analyst-specific software and hardware; and, the creation of graphs, charts, maps and call analyses of suspects or identified gangs. The criminal analyst is an experienced military professional. Once assigned to CSU, CDTF provides the analyst with all relevant training. The contributions made by the guard analysts since joining CSU has been substantial.

College and High School Intern Programs
CSU utilizes both college and high school interns to aid in investigations and trial preparation. Over the course of their internships, the interns listen to recorded jail calls of particular defendants identified as gang members and search for social media posts about certain crimes or gang activity. During the school year, CSU posts the internship opportunity in the career services department of four local universities. Each prospective intern interviews with both a CSU ADA and the CSU Intern Supervisor. Each semester, CSU selects between 10 and 17 college interns. Each college student is required to intern for 96 hours over a 12 week period in exchange for college credit. Over the summer, CSU accepts five or six full-time college interns from the Office's general internship program. These summer interns receive a stipend in lieu of college credit during the ten week internship period. Also, during the summer, CSU accepts approximately 10 high school interns who either reside or attend high school in New York County. These high school students work full time over a six week period. The high school interns also listen to jail calls and gather information for particular investigations.
Stakeholder Groups: Community Partnerships with the DA’s Office

The aim of establishing a stakeholder group is to ensure that the Manhattan DA's Office works proactively with community stakeholders and local police precincts to effectively and more comprehensively shift the climate in a particular “hotspot.” The creation of a stakeholder group builds relationships with members of the community in support of prosecutorial efforts and provides a range of community programs that will also help to reduce crime in the short and long term. To this end, a stakeholder group seeks to build a community partnership so that simultaneous action can be taken, on the one hand, to remove key “crime drivers” from an identified “hotspot” and, on the other, to provide services to those who remain in the community afterwards. In this regard, programs should be geared toward members of the communities who are considered most vulnerable and at risk, in order to help ensure that the engaged community does not return to “hotspot” status shortly after traditional law enforcement “takedowns” have relieved the immediate crisis of violence and escalating crime.

To create a stakeholder group the community leaders must be identified within the geographic “hotspot.” Ideally, the selected stakeholders are those individuals/organizations that both have impact and credibility in the community and would be interested in partnering with law enforcement to reduce violent crime. Examples of potential stakeholders include, but are not limited to, houses of worship, schools, social service groups, community organizers, corporate entities such as banks, real estate developers, and management companies. The local police department or precinct that is responsible for the identified “hotspot” should always be included as part of a stakeholder’s group and meetings of the group should include crime briefings by the D.A.’s Office and the local police precinct commander.

Ultimately, the work of the stakeholders groups should be viewed as creating a structure to support crime reduction efforts by law enforcement while providing community resources and guidance into long-term change beyond traditional law enforcement tools.

Re-entry Forums

In an effort to reduce gun violence, the Manhattan DA’s Office has partnered with federal, state, and local law enforcement, as well as community-based organizations, to hold monthly forums attended by recently released parolees. Based on the Project Safe Neighborhoods Offender Notification Forums developed by Yale Professor Tracey Meares, the GunSTOP Forums are designed to inform these parolees of the consequences should they choose to pick up a gun, as well as the choices they have to not reoffend. The GunSTOP Forum is coordinated by the Office’s Community Partnership Unit in coordination with the Regional Director of the NYS Department of Corrections and Community Supervision (Parole).
Participating agencies include the NYPD, New York State Division of Criminal Justice Services, United States Attorney's Office, Bureau of Alcohol, Tobacco, and Firearms, Fortune Society, EXODUS Transitional Community, HOPE Program, and the CCI Harlem Community Justice Center.

The 10-20 parolees who attend each hour-long forum hear the law enforcement representatives describe the coordinated efforts being made to target violent offenders, including the vigorous investigation and prosecution of violent gang members, and the minimum prison time that each parolee will face if they possess or use a gun. Each parolee is given a laminated, credit card-sized card that includes their most recent arrest photo on one side and their minimum prison sentence for possessing a loaded gun on the other side. The representatives from community organizations explain the services available to parolees to assist them in their re-entry, share encouraging stories from formerly-incarcerated individuals and provide practical steps for getting assistance. Informal conversations between the speakers and attendees are encouraged after the meeting concludes – with the goal of establishing direct connections to re-entry services.

DANY has also partnered with the New York City Department of Probation to implement similar forums with Probation clients. The model is substantively the same – an hour-long meeting with representatives from law enforcement, community-based organizations, and former offenders. In both the Parole and Probation Forums the underlying message is that the attendees have the choice and the power to stop violence and successfully re-enter their communities.

**Saturday Night Lights**

In the fall of 2011 the Community Partnerships Unit (CPU) partnered with the NYPD and community-based organizations to start the “Saturday Night Lights” (SNL) initiative. The partnership collaborates to open up gyms throughout underserved areas of Manhattan during the traditionally high crime times of Friday and Saturday nights to provide youths, ages 11 through 18, with a safe, fun, and productive activity. Using forfeiture money, the program hires professional sports trainers to provide high quality sports training for basketball, soccer, volleyball, and tennis. Trainers, law enforcement officials, prosecutors, and support staff interact with the kids in a fun atmosphere and also are available to speak with them about the dangers of drugs, gangs, and carrying weapons. To date, the initiative has opened twelve gyms and has provided high quality sports and fitness training to over 4,700 kids. Starting in the fall of 2015, additional sports and fitness activities will be added and each site will include intensive academic assistance, advocacy, and other resources for the participants and their families.
Intelligence-Driven Prosecution

Technology Screenshots
INTELLIGENCE DRIVEN PROSECUTION

TECHNOLOGY
## ARREST ALERTS

### DANY Arrest Alert System

#### Search
- **NYSID / Defendant Name**
- **Includes**
  - Alias
  - Notes
- **Alerts**
  - My Alerts
  - Team Alerts
  - Predefined Alerts

#### My Alerts
- Chavez, Robert
- ...

#### Team Alerts
- Bike Thieves
- Car Boosters
- DANY Investigations
- Former IRP
- Gangs - Manhattan
  - 2 Deep
  - 20 Bloc
  - 20th St Crew
  - 3 Blocks
  - 57 / GOD
  - STM / TMT
  - 40 Wolves
  - Wet
  - Wet
  - ABM
  - ADO
  - Associate
  - Confirmed
  - Former
  - Possible
  - AK
  - AMB - Amsterdam Money Boys
  - ATU/SGS
  - BDD
  - BDS
  - BMG
  - BH
  - Black Mob GuerrillaRam
  - Bloods
  - Broadway Bullies
  - Cash Is King
  - CBS
  - CBW
  - Circle Block

#### Gangs - Manhattan/AIO
- **Folder**
- **NYSID**
- **Def Last**
- **Def First**
- **Alias**
- **Public/Note**
- **Contact(s)**
- **Alert Start**
- **Alert End**
- **On Parole**

### Example Entry:
- Chavez, Robert
- AIO: Brother of Monday Colon. Known as D-Sour.
- Alert Start: 2010-11-04
- Alert End: 2010-11-06

### Notes:
- Double-click on a Defendant NYSID to see Alerts details.
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CPS: INCIDENT DETAILS

CRIME PREVENTION SYSTEM

Incident Details

MURDER OF AUBRIE JACKSON - 05/26/2012

Incident Name: Murder of Aubrie Jackson
Start Date: 5/26/2012
End Date: 12/11/2012
Relative Location: In Front Of
Address: 1760 Madison Avenue
Manhattan
New York NY
Precinct: 25th Precinct
BIN: 0
Precise X Coordinate: 0
Precise Y Coordinate: 0
Incident Description: At about 1:00 am, Aubrie Jackson (16 y/o, Whoadey) was beaten and hit in the head with a baseball bat by a group including Colon (18 y/o, AIO), who swung the bat, and Colon’s sister Garcia (15 y/o), who joined in the beating and urged her brother to beat Jackson with the bat. On 12/11/12, Jackson died from his injuries. ADA Jeanne Ollivo (TB50).

Type:
- [ ] Homicide
- [ ] Home Invasion
- [ ] Burglary - commercial
- [ ] Shooting
- [ ] Robbery - Person
- [ ] Sexual Assault
- [ ] Shots Fired
- [ ] Robbery - commercial
- [ ] Police-involved
- [ ] Stabbing
- [ ] Burglary - Residential

Flags:
- [ ] DV
- [ ] Marijuana-Related
- [ ] Club-Related
- [ ] Drug-Related (excluding Marijuana)
- [ ] Gang-Related

Affiliated Persons

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<td>Victim - Killed</td>
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<td>Garcia</td>
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Affiliated Gangs

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<th>Full Name</th>
<th>Short Name</th>
<th>Other Names</th>
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Affiliated Bureau Based Projects

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CPS: PERSON DETAILS

Person Details

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<td>Nicknames/Street &quot;Moni&quot;</td>
<td>Last Name Confirmed? ✔</td>
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Notes

No Notes found

Action

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Affiliated Gangs

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Affiliated Bureau Based Projects

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DATASHARING

- Microsoft SharePoint 2010
- DANY 311
- Wiki
- Gang Intelligence
- DANY InPho
- SCIM
- Surveillance Camera Interactive Map
- DANYNET
# DANY 311 Request Form

## Request for Assistance

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<th>Matter Number</th>
<th>Indictment, Docket, Arrest ID, ICMS, TD File #, subject of request, etc.</th>
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Submit
# DANY 311 Request

## Request for Assistance

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<td>CSU Notes / Response:</td>
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### Request Via:
- E-Mail
- Desk Phone
- Hotline
- Walk-In
- Other

### Assigned To:

### Date Completed:

### Request Status:
Submitted

### Screened By:

### Purpose/Type of Request:
- Background
- Debriefing
- Financial
- GI-ILA Prep
- Investigation
- Locate Witness
- Notification
- Pre-Screen
- Social Media
- Video
- Other

### Databases Searched:
- Account
- CLEAR
- DANY INPHD
- IJustice
- Palisade-Databridge
- PIMS
- SharePoint

### Information Sources:
- NYPD - CAU
- DANY - CPU
- DANY - CSU
- DANY - DVS
- DANY - TDC
- NYS - Juvenile Justice
- NYS - Narcotic
- NYS - Patrol
- Sex Crimes
- VCEU
- Other

### Clear Form | Submit
Colon, [redacted]

Nickname/Alias: "Mon"

NYSID: [redacted]

DOB (mm/dd/yyyy) [redacted]

Address (as of date):
- 1760 Madison Ave. (a/o 7/24/11)

Incarceration Histories:
- NYC DOCS (if taken to homepage, enter the NYSID)
- NYS DOCS

MySpace et. al.

Additional defendant information:

Wiki
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<tr>
<td>(347) 123-4557</td>
<td>1</td>
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<tr>
<td>(347) 123-4557</td>
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</tr>
<tr>
<td>(347) 123-4557</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Inmate Name</td>
<td>NYSID</td>
<td>Frequency Count</td>
</tr>
<tr>
<td>DOE, JOHN</td>
<td>123456789J</td>
<td>43</td>
</tr>
</tbody>
</table>
This is a sample summary. Upon hitting the submit button, this summary will go into the database. You are later able to search the database for this summary. You can also print the summary by clicking the button on the bottom.
# SCIM

## Surveillance Camera Interactive Map

### Camera Information

<table>
<thead>
<tr>
<th>Name of Location</th>
<th>Ex: John’s Deli</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address of Camera</td>
<td><img src="on" alt="Exact Address" /> <img src="off" alt="Intersection" /></td>
</tr>
<tr>
<td># Street / Avenue</td>
<td></td>
</tr>
<tr>
<td>Additional Camera Details</td>
<td></td>
</tr>
</tbody>
</table>

### Subpoena Contact Information

<table>
<thead>
<tr>
<th>Contact</th>
<th>First Name</th>
<th>Last Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Address</td>
<td># Street / Avenue</td>
<td></td>
</tr>
<tr>
<td>Email Address</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone Number(s)</td>
<td>Ex: 917-555-1212 Ext.</td>
<td></td>
</tr>
</tbody>
</table>

[Click here to attach a file](#)

Video still from camera view, Word document with more details, etc.
Path Search
SOCIAL MEDIA: MANHATTAN DA FACEBOOK
SOCIAL MEDIA: TWITTER
MAPS: SHOOTINGS AS OF 10/10/10
MAPS: ARCGIS

January 2011 - April 2013
MAPS: PALANTIR

Gun Arrests in East Harlem from April 1, 2014 – April 15, 2015
ANALYZING PHONE RECORDS