

**Collaborating
to Deliver
Results**

MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



PARTNER AGENCIES & OFFICES

	DFTA
	DOP
	DPR
	DYCD
	HRA
	NYCHA
	NYPD

Mayor's Office
for Economic
Opportunity

Mayor's Office
of Criminal
Justice

Mayor's Office
to End Domestic
and Gender
Based Violence

Mayor's Office
of Operations

The Mayor's Action Plan for Neighborhood Safety (MAP), an initiative led by the Mayor's Office of Criminal Justice (MOCJ), is a groundbreaking approach to neighborhood public safety and crime reduction. The MAP model moves beyond enforcement to address factors underlying public safety—enhancing opportunities for work and play, health and well-being and youth development; promoting well-designed spaces that are active and maintained; and improving trust between neighbors and with a responsive and just government. MAP enhances coordination between City agencies and New York City Housing Authority (NYCHA) residents to increase mutual accountability over local conditions and challenges. Since 2014, MAP has focused on 15 of the 326 NYCHA developments across the five boroughs in neighborhoods that have faced persistent safety challenges and violent crime. Through MAP, residents, government agencies, and nonprofit partners work together to co-produce enduring improvements in safety.

What makes MAP unique is its goal of reorienting government thinking and operations to center the voices and experiences of residents who live in historically disinvested communities. Through MAP's fundamental organizing process, NeighborhoodStat, partner agencies and residents come together for joint problem identification and the testing of solutions that enable system-wide change. The innovative NeighborhoodStat meetings have served as a platform for resident stakeholders and City agency partners to work together to enhance public safety. They have resulted in the identification and deployment of a diverse array of social services, physical space interventions and infrastructure improvements. Through MAP, MOCJ has made significant investments to help create a safer environment through physical infrastructure improvements including exterior lighting and closed-circuit TV cameras at the 15 developments.

The MAP Stakeholder Teams, which consist of at least 15 residents per site, continue to develop priority areas and place-based interventions to ensure that residents' voices are included in the City's decision-making process. In Fiscal 2020, the sixth year of MAP, our focus was on strengthening neighborhood engagement by expanding the reach of the initiative, deepening relationships with community members, and drawing upon the local knowledge of residents to develop tailored solutions for the MAP neighborhoods. By pursuing a process that draws upon the principles of participatory budgeting, residents living in MAP developments were not only able to generate ideas for place-based projects to improve community safety and well-being, but also voted on which community-based projects should be implemented. Encouraging democratic selection of these projects advances MAP's work to promote civic engagement and amplify resident voices in government decision-making.

Since the summer of 2014, MAP has contributed to substantial reductions in crime at the MAP developments. From Fiscal 2014 to Fiscal 2020, index crime declined by 12 percent, violent crime by 15 percent, and shootings by 18 percent at MAP sites. An external evaluation of MAP shows that, after the implementation of MAP, average monthly index crime rates at MAP sites decreased at a rate that was nearly double crime declines at other NYCHA sites (-7.5 percent at MAP vs. -3.8 percent at non-MAP NYCHA). In Fiscal 2020, violent crime continued to decline at MAP sites. During the reporting period, violent crime decreased by 4.5 percent at MAP sites compared to two percent at other NYCHA sites. Additionally, during a time when gun violence started to increase across the city, there were 28 shootings at MAP sites compared to 27 the year before, representing a four percent increase, which was still below the 13 percent increase in shootings that occurred at all other NYCHA sites. Index crime increased by 2.5 percent at MAP sites, driven by an increase in property crimes.

TRUST

NEIGHBORHOODSTAT EMPOWERS RESIDENTS TO LEAD PROBLEM SOLVING LOCALLY

NeighborhoodStat is a process that brings together neighbors, community-based organizations, and agencies to support safer, more vibrant communities. Developed by MOCJ, NeighborhoodStat serves as the operational and organizational centerpiece of MAP. It is a community-based problem-solving process grounded in the belief that public safety cannot exist without the public. It is an acknowledgment that safe and thriving neighborhoods require resident leadership, community and government support, and resources to produce sustainable change. To that end, Local NeighborhoodStat, developed in partnership with the Center for Court Innovation, employs a series of local meetings that engage residents and MAP partners in sharing, analyzing and using data to identify public safety priorities and the implementation of solutions. These meetings, and the information they generate, are an important part of MAP's strategy to enhance accountability by providing local residents and stakeholders with key resources and access to decision-makers. By the end of Fiscal 2020, 365 residents took leadership roles in the NeighborhoodStat process by becoming members of the MAP stakeholder teams.

During the reporting period, residents and their MAP Engagement Coordinators (MECs) worked together weekly to develop community safety priorities for their developments. MAP hosted 15 Local NeighborhoodStat meetings, which were large-scale community events onsite at each development. During these Local NeighborhoodStat meetings, residents were engaged in a problem solving process, provided feedback on the priorities the resident team members have chosen, and were introduced to the variety of ways that they can participate in this local effort, including generating solutions and voting on how to spend up to \$30,000 for projects and events that they think will increase safety at the development.

RESIDENTS DEVELOP, SELECT, AND IMPLEMENT PROJECTS TO ADDRESS THEIR PRIORITIES

Over the past two years, MAP stakeholder teams received training and support to develop action plans for community-based programs and placemaking events to address key community challenges. In Fiscal 2020, MAP stakeholder teams completed 35 of the project ideas begun in the previous year, which included built environment/public space enhancement projects (e.g., gardens, information kiosks, murals, and basketball court renovations), pop up programming to activate underutilized spaces in the evenings and weekends, and youth-focused social programs (e.g., music mentorship and computer coding programs).

MAP worked with partners and resident teams to make the action plans more participatory. At the MAP Local NeighborhoodStat events, residents were encouraged to submit ideas for how to spend \$30,000 in order to improve safety and well-being at their developments, MAP Engagement Coordinators (MECs) and city agency representatives discussed neighborhood priorities and welcomed ideas for action plan projects from all who were in attendance. Encouraged by the invitation to participate in designing and selecting projects for their development, more than 1,600 residents were in attendance at Local NeighborhoodStat events, an increase of more than 50 percent compared to the same period in the previous fiscal year. By leveraging the best practices of participatory budgeting, these Local NeighborhoodStat events amplified resident voice and increased participation. During and after the Local NeighborhoodStat event, teams collected 5,980 idea cards representing resident suggestions for safety and well-being interventions. The Stakeholder Teams then gathered these submissions for a wider Make Your Voice Count campaign in which all MAP residents could select their top project idea to receive \$30,000 in committed funding from the Mayor's Office of Criminal Justice. Through this Make Your Voice Count campaign, MAP developments engaged over 15percent of their neighbors with 9,210 votes cast. Design and implementation of the winning projects was temporarily suspended in response to the COVID-19 pandemic, but will resume in Fall 2020.

ASSESSING AND MEETING RESIDENT NEEDS DURING COVID-19

During the COVID-19 emergency, New York's most underserved neighborhoods and residents have been more vulnerable to the current health crisis, compounded by systemic inequity as it relates to health, safety, and economic opportunity. MAP immediately activated the robust community networks that grew from years of engagement to identify and address the immediate needs of residents. In fact, during the height of the Pandemic, MAP's stakeholder teams of residents and agency partners met virtually at an increased frequency (on a bi-weekly basis) in order to share information and resources in real-time. MAP partners, including the Center for Court Innovation, Department for the Aging (DFTA), and the Human Resources Administration (HRA), conducted needs assessments of participating residents, and connected New Yorkers to critical resources including food, healthcare, and public benefits.

In Fiscal 2020, 10,466 public housing residents completed a COVID-19 Needs Assessment form to determine urgent needs for food, water, and personal protective equipment. The Needs Assessment linked residents to tangible essential items such as food and personal protective equipment (PPE), and also to supportive services that prevent future crises such as public benefits, healthcare, and senior case management through a referral system between MAP agency partners. More than 7,400 relief packages of food, PPE, and cleaning supplies were delivered to MAP households by the Center for Court Innovation's Neighborhood Safety Initiatives using protective gear to avoid any further risk of harm. Additionally, MAP partners developed a regularly updated resource guide that provides all New Yorkers with a comprehensive overview of city- and community-based resource services that are available during the COVID-19 emergency.

Beginning in March, MAP and its partners transitioned their programs and services into emergency preparedness operations, which included the remote provision of critical services like mentoring and individual counseling, and the distribution of resources (e.g. information, meals, PPE, public benefits, technological devices) that many residents rely on to support themselves during the pandemic. MAP also played a critical role in equitable distribution of citywide resources. Almost 10,000 hand sanitizers, 150,000 face coverings, and hundreds of meals were delivered to the most vulnerable senior housing developments within one month with the support of MAP's network.

DESIGN

LEADING THE WAY TO DEVELOP CREATIVE DESIGN SOLUTIONS FOR THE CITY

In Fiscal 2020, MAP continued Claremont Illuminated, a public art project that brings together Bronx-based photographers, artists, and community-based organizations to promote community safety and connection. Through publicly displayed photographs, oral history, film, and multimedia, Claremont Illuminated explores the diverse lives and stories of the residents of Claremont Village, a set of NYCHA public housing developments located in the Morrisania section of the South Bronx. During the reporting period, Claremont Illuminated expanded its exhibition spaces to include the 169th Step Street, spaces within and around Butler and Morris Houses, and inside a parking lot at IS219, a local middle school, based on community priorities. Claremont Illuminated also received the Mayor's Grant for Cultural Impact and the National Endowment for the Arts Our Town grant in recognition for its contributions to city and national life.

MAP, in partnership with the Mayor's Office of the Chief Technology Officer (MOCTO) and the Department of Transportation (DOT), implemented two smart lighting projects led by Ville-luminate the Block and Anyways, Here's the Thing as part of the NYCx Challenge. These two projects, which feature motion-activated 3D projection and streetlamps, were co-created and led by youth at the Brownsville Community Justice Center, and seek to brighten public corridors, enhance public safety, provide space for cultural activities and increase foot traffic to local businesses within Brownsville's Osborn Plaza and alongside Belmont Avenue. These projects were active throughout Fiscal 2020 and will remain in place through Spring 2021.

MAP's Neighborhood Activation program is leading a coordinated effort between public agencies and communities to improve neighborhood safety and well-being through changes in the built environment, programs, and policy. MAP continued to develop the utility of its Neighborhood Activation playbook, *Safe Places, Active Spaces: A Community Playbook for Transforming Public Spaces in Your Neighborhood*, which is a how-to-guide for residents and organizations seeking to work with City agencies to produce public space improvements. In Fiscal 2020, As a complement to the larger Playbook, MAP is also developing portable guides that offer step-by-step instructions focused specifically on gardening, public art and public events at NYCHA. The finalized mini-guides will be accompanied by opportunities for complementary resident training that will be available in Winter 2020.

TESTING SCALABLE SOLUTIONS FOR HARD-TO-SOLVE NEIGHBORHOOD ISSUES

MAP, in partnership with John Jay College of Criminal Justice's Research and Evaluation Center, engaged ideas42 to design feasible, cost-effective and scalable solutions for trash and pet waste at NYCHA developments. Working with MOCJ and NYCHA from June through August 2019, ideas42 conducted a randomized controlled trial at 27 test developments to determine whether the installation of additional tilt trucks, trash cans, and a public messaging campaign

would support waste disposal at NYCHA campuses. The results were significant and positive: these interventions resulted in a 25 percent reduction in the number of bags of household trash discarded at the development; a 16 percent reduction in the amount of litter observed on development premises; and an 11 percent reduction in dog waste observed on pathways in and around developments.

OPPORTUNITY

SUMMER YOUTH EMPLOYMENT FOR ALL MAP YOUTH

A crucial component of MAP is connecting youth to employment opportunities that provide valuable skills and job readiness. MOCJ supported the expansion of the Summer Youth Employment Program (SYEP) and, starting in Summer 2017, the City guaranteed summer jobs to all MAP youth ages 14 to 24 who successfully complete applications. Since Summer 2014, the number of youth from MAP developments who secured a guaranteed summer job has more than doubled, an increase achieved through robust, coordinated outreach efforts and assistance. In Fiscal 2020, 2,961 residents from MAP developments enrolled in SYEP during the summer of 2019. MAP also launched a robust application campaign to recruit residents for the summer 2020 cohort of SYEP.

HELPING YOUNG PEOPLE THRIVE AND STAY SAFE THROUGH EMPLOYMENT PROGRAMMING

MAP, in partnership with the Office to Prevent Gun Violence (OPGV) and the Young Men’s Initiative (YMI) developed a remote component of the Anti-Gun Violence Employment Program (AGVEP) which offers young people between 14 to 24 years of age the chance to work with trusted mentors and learn new skills. Planned for launch in Fiscal 2021, AGVEP’s virtual enrichment program will consist of 10 community-based organizations and institutions who will provide employment and engagement opportunities to young people living in MAP developments or precincts supported by OPGV. By the end of Fiscal 2020, each of these 10 virtual enrichment providers developed curricula for young people to gain skills in youth leadership, career readiness, financial empowerment, web development and coding, urban planning, music and film production, and civic engagement virtually, and from the safety and comfort of their own homes.

PROVIDING EDUCATION, SUPPORT AND ENCOURAGEMENT TO AGING RESIDENTS

From March to June 2020, during the COVID-19 stay-at-home period, the MAP Community Advocates continued to maintain connections with MAP seniors by conducting wellness checks for 794 clients, by distributing 347 tablets to support ongoing technology access, and by opening recruitment for a new virtual Grandparent Empowerment Series that will build skills among caregivers during these challenging times. In Fiscal 2020, MAP’s Community Advocates from the Department for the Aging (DFTA) facilitated support groups for seniors at 13 of the MAP developments in order to connect them with city resources and offer MAP seniors opportunities to participate in the Parenting A Second Time Around (PASTA) program. PASTA offers different opportunities for aging residents caring for children to learn parenting skills and develop stress management techniques within a cohort of supportive seniors sharing similar experiences.

EVALUATION

The Research and Evaluation Center at the John Jay College of Criminal Justice is leading an evaluation of MAP and its component parts. An interim [report](#) released in June 2020 found that, during the study period, major felony crime decline was two times greater and seven times greater at MAP sites than it was at NYCHA sites that did not receive the MAP program. The study also found that MAP sites were associated with a statistically significant 14 percent reduction in misdemeanors against persons, as well as a seven percent reduction in all misdemeanors, when compared to comparison sites and while controlling for other variables. The evaluation will be complete in Fall 2020.

CRIME STATISTICS IN THE 15 DEVELOPMENTS

Number of Incidents	FY14	FY15	FY16	FY17	FY18	FY19	FY20	% Change	
								FY14-FY20	FY19-FY20
Total Index Crime	867	810	837	759	778	747	766	-11.6%	2.5%
Violent Crime	625	531	610	547	558	559	534	-14.6%	-4.5%
Property crime	242	279	227	212	220	188	232	-4.1%	23.4%
Shootings	34	35	29	27	22	27	28	-17.6%	3.7%

The seven index crimes are murder, rape, robbery, felony assault, burglary, grand larceny and grand larceny auto. Violent crimes include murder, rape, robbery and felony assault.

Agency/Office	Indicator Name	Actual		Target	
		FY19	FY20	FY20	FY21
Improved Infrastructure / Environmental Design					
NYCHA	Permanent lights installed (# fixtures)*	*	*	*	*
	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.)	67	0	15	15
	Cameras installed (closed circuit television) (# cameras)	232	745	745	0
Community Engagement & Programming					
Parks	Kids in Motion participants across MAP sites	43,510	45,622	65,000	65,000
	Shape-Up participants across MAP sites*	22,616	20128*	20,000	23,000
DYCD	MAP Summer Youth Employment (SYEP) participants	3,033	2,961	3,500	3,500
DOP	Participants enrolled in the Next STEPS youth mentorship program*	235	185	240	240
	Participants who positively exited Next STEPS program*	184	128	180	180
ENDGBV	Healthy Relationship Academy workshops Held*	61	*	*	*
	Community Outreach Events*	481	*	*	*
HRA	Appointments to connect individuals to HRA services	2,109	2559	2,200	2500
	Individuals connected to HRA services	1,508	1745	1,400	1700
DFTA	Total Participants in DFTA Support Groups, Trainings, and Workshops*	3,002	3685	1,500	4,000
	Seniors engaged at public events	5,868	4392	6,500	*
	Program intakes	398	462	400	500
Green City Force (GCF)	Program Enrollees	50	5*	50	50
MOCJ/Center for Court Innov.	Local NeighborhoodStat - Resident Votes	*	9210*	*	9,300
	Local NeighborhoodStat - Idea Cards Collected	*	5980*	*	6,200
<p>¹NYCHA Permanent Lights - Project completed in FY18. ²Shape Up classes were suspended as of 3/13/2020 due to Covid-19. Three virtual classes were held in June with a total of 45 attendees. ³Includes people who reside near MAP developments ⁴ENDGBV has transitioned from MAP-focused to a citywide approach to outreach and education ⁵Due to the risk posed to older adults by COVID-19, we are not setting an FY21 target for this metric ⁶FY20 Q4 DFTA data includes attendance for virtual support groups ⁷FY20 GCF data impacted by COVID 19 - Previous cohort graduated in June 2019 and intended enrollment of 2nd term members in late March was delayed ⁸New Indicators: First year of new participatory Local NeighborhoodStat process</p>					

PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**
Butler
Castle Hill I and II
Patterson
- **BROOKLYN**
Boulevard
Brownsville
Bushwick
Ingersoll
Red Hook E and W
Tompkins
Van Dyke I and II
- **MANHATTAN**
Polo Grounds
St. Nicholas
Wagner
- **QUEENS**
Queensbridge I and II
- **STATEN ISLAND**
Stapleton



NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.