


**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 Combat  
Domestic  
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—investing in People through economic and social supports, investing in Places to promote vibrant, well-maintained neighborhoods, and investing in Networks to strengthen trust and collaboration between public housing residents and the government. Since 2014, MAP has focused on 15 of the 326 New York City Housing Authority (NYCHA) developments across the five boroughs in neighborhoods that have faced public safety challenges as a result of persistent violent crime. Through MAP, neighborhood residents, government agencies, nonprofit partners and police officers work together to produce enduring reductions in crime.

In the first three years of MAP, MOCJ has made significant investments—including resources for security-focused infrastructure upgrades, as well as programs aimed at increasing employment opportunities and social supports, promoting vibrant public spaces and building trust between residents and government. The innovative, bi-annual NeighborhoodStat meetings have served as a platform for stakeholders in the housing developments and surrounding neighborhoods and City agency partners to work together to enhance public safety.

From July 2017 through October 2017, the City continued to see significant crime reductions in MAP developments with 3.8 percent fewer index crimes, 6.3 percent fewer violent crimes, and 44 percent fewer shootings as compared to the same period in 2016. MAP developments are outpacing crime reductions in other NYCHA developments. Since the inception of MAP in 2014, total index crime is down 14 percent, violent crime is down 14 percent, and shootings are down 24 percent. In comparison, other NYCHA developments have seen a two percent decrease in index crime, along with a two percent increase in violent crime and a 35 percent reduction in shootings.

In year four of MAP, the initiative will concentrate on increasing employment and opportunities for disconnected youth, creating more vibrant public spaces by engaging the surrounding MAP neighborhoods in promising new approaches to prevent crime through design, and working with community based partners to implement the local expansion of NeighborhoodStat at each of the 15 developments.

## PEOPLE

### **SUMMER YOUTH EMPLOYMENT FOR ALL MAP YOUTH**

A crucial component of MAP's strategy is connecting youth to employment opportunities that provide valuable skills and job readiness. MOCJ successfully advocated for the expansion of the Summer Youth Employment Program (SYEP), and during the summer of 2017 the City guaranteed summer jobs to all youth ages 14-24 living in MAP developments. In order to promote this opportunity to as many eligible youth as possible, MAP coordinated an "All In" campaign with agency partners. The campaign included outreach and technical assistance to increase recruitment and enrollment. As a result of partners' committed efforts, 2,826 MAP young people were enrolled in SYEP in the summer of 2017 (Fiscal 2018), over 1,000 more youth than the previous summer. Overall, MAP developments had a 56 percent increase in enrollment over summer 2016 (Fiscal 2017), with the Castle Hill and St. Nicholas developments leading the way with 109 percent and 90 percent increases, respectively. In summer 2018, SYEP will again be offered to all 14-24 year olds living in MAP developments.

### **NEXT STEPS PROVIDES MENTORING TO MORE MAP YOUTH**

MAP works with the Department of Probation (DOP) to fund Next STEPS, a mentoring program that diverts disconnected or gang-affiliated youth from violent activity and encourages them to reengage with education, work and community. Utilizing a curriculum based on cognitive behavioral therapy, community non-profit partners employ credible messengers to engage youth in transformative mentoring. Through MAP's support, Next STEPS was able to expand its presence at all 15 MAP sites. Since the program's inception in Fiscal 2016, Next STEPS has served over 700 new participants and has had over 400 graduates. In addition, MOCJ, NYCHA, DOP and the Center for Employment Opportunities are building the "next step" for Next STEPS participants. This new component, which will launch in Fiscal 2018, will provide supported job opportunities for Next STEPS graduates ready to pursue employment.

## PLACES

### **NEIGHBORHOOD ACTIVATION OFFERS DESIGN SOLUTIONS TO PUBLIC SAFETY**

In Fiscal 2016, MOCJ, in partnership with the Police Department and the Department of Design and Construction (DDC), launched a Neighborhood Activation Study to enhance safety and vibrancy through public space design and programming. The study brought together neighborhood residents and government to re-imagine and activate the built environment to reduce crime. Studio Gang, an architecture and urbanism firm, conducted a six-month intensive study that engaged over 65 community organizations and 21 City agencies. The study employed specialists in mental health, criminal justice and economic development, and reviewed evidence-based research, City plans and reports. Through this process MAP collected detailed design recommendations from stakeholders, including enhanced lighting, public art and community programming and infrastructure solutions such as CitiBike stations and LinkNYC wifi terminals. These solutions will help transform local precincts and public properties into transparent and inviting spaces that support productive encounters between police officers and residents as well as provide access to economic, employment and recreational opportunities for residents. These recommendations are incorporated into multi-step plans for investment in specific sites in the Brownsville and Morrisania neighborhoods. The Neighborhood Activation Study will release a report of findings with policy and program recommendations in 2018.

### **CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) TRAINING FOR ALL MAP STAKEHOLDER TEAMS**

As Neighborhood Activation demonstrates, strategic design can create safer, more equitable, vibrant and healthy spaces. MAP is sponsoring training for residents, Police Department neighborhood coordination officers and NYCHA property management in Crime Prevention through Environmental Design strategies. CPTED is designed to build neighborhood capacity to identify environmental and human impediments to safety and teach local stakeholders how to address unsafe conditions related to physical space. The training will be part of the local NeighborhoodStat process and the

methodology will be used to identify and implement projects that address public safety at each development, including targeted community projects and longer-term initiatives.

## **SUMMER PLAY FOR CHILDREN AND TEENS**

Safe, engaging opportunities for play are a critical part of any healthy neighborhood. Through MAP, the Police Athletic League (PAL) provides year-round recreational, cultural, social and educational activities for young people in high crime neighborhoods with limited recreational facilities. In addition to year-round youth sports leagues and teen centers, PAL hosted 15 Playstreets—supervised areas on streets, parking lots and public spaces—that afford elementary school aged children safe supervised play, often with police officers, simultaneously improving their relationships with, and perceptions of, the police and other supervising staff. Additionally, MAP supported Kids in Motion, a similar program run by the Department of Parks and Recreation in City parks. Kids in Motion had 52,301 visits at parks near the MAP sites in summer 2017 (Fiscal 2018).

In order to reach older teens most at risk for violence, MOCJ started a pilot program called Vibrant Interactions By Engagement (VIBE) that enables community based organizations to offer paid cultural training and internship programs for youth aged 14-24 that culminate in a public exhibit, performance or place-making event. In summer 2017, eight VIBE programs supported 303 participants from MAP neighborhoods to create murals, hold community painting events, participate in civic engagement and youth empowerment workshops, get film production training and put on public performances.

## **NETWORKS**

### **NEIGHBORHOODSTAT LAUNCHES PHASE II EXPANSION**

NeighborhoodStat serves as the operational and organizational centerpiece of MAP. It is a community-based problem-solving process grounded in a series of regular sessions that engage residents and MAP partners in sharing, analyzing and using data to identify public safety priorities and implement solutions. NeighborhoodStat is designed to operate at two critical levels of engagement and action: the borough level and the local level.

Borough NeighborhoodStat, held semi-annually at One Police Plaza, convenes staff of 10 City agencies as well as NYCHA Resident Association leaders. Each session generates key collaboration and coordination tasks that will help address public safety and its underlying causes. MOCJ tracks and monitors all tasks. During the reporting period MAP conducted its fourth cycle of borough-wide NeighborhoodStat meetings. Eighty-one percent of tasks (141 out of 175) from the spring cycle were completed throughout the summer and fall, a 98 percent increase from the previous fall 2016 cycle, reflecting improved collective efficacy.

During summer 2017, MOCJ began planning the second phase of NeighborhoodStat. At the local level the NeighborhoodStat process will serve as an opportunity for stakeholders to establish neighborhood priorities, leverage Citywide best practices, and address resident concerns at the development level. Under the facilitation of MAP Engagement Coordinators, City agency and local community-based organization representatives will join 15 residents to form Stakeholder Teams at each development. Launching in early spring 2018, these teams will meet monthly to share data, identify public safety concerns, create action plans and implement collaborative solutions. The Engagement Coordinators will be instrumental in leading stakeholders through the process of identifying systemic issues at the development and facilitating action plans to address those issues. The Engagement Coordinator will also attend the borough-level NeighborhoodStat meetings at One Police Plaza to raise challenges, obstacles and opportunities identified at individual developments with appropriate City agency partners. Local NeighborhoodStat is currently in the startup phase with extensive planning being done by both MOCJ and the Center for Court Innovation, the implementation partner on the project.

## EVALUATION

John Jay College of Criminal Justice is leading a two-year evaluation of MAP and its component parts. The evaluation will attempt to capture the MAP process, its outputs and impact, with the aim of understanding what components of MAP worked best, why and how. The evaluation began in the summer of 2017, with a final report due in 2019.

CRIME STATISTICS IN THE 15 DEVELOPMENTS				
Number of Incidents	Actual	4-month Actual		Change
	FY17	FY17	FY18	
Total Index Crime	756	292	281	-3.8%
Violent Crime	544	208	195	-6.3%
Shootings	26	9	5	-44.4%

*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	4-month Actual		Target
		FY17	FY17	FY18	FY18
<b>Improved Infrastructure / Environmental Design</b>					
NYCHA	Temporary light fixtures placed	55	184	25	15
	Permanent lights installed (# fixtures)	3,479	1,603	310	600
	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.)	28	22	See table below	30
	Cameras installed (closed circuit television) (# cameras)	226	0	200	39
	Non-construction scaffolding and shedding removed (linear feet)	1,138	223	712	3,896
<b>Community Engagement &amp; Programming</b>					
DPR	Kids in Motion participants across MAP sites	58,002	58,002	52,301	65,000
	Shape-Up participants across MAP sites	3,299	731	4,251	3,000
DYCD	MAP Summer Youth Employment (SYEP) participants	1,816	1,816	2,826	850
NYC Opportunity	NYCHA youth enrolled in Work Progress Program (WPP)	348	71	16*	NA
DOP	Participants enrolled in the Next STEPS youth mentorship program**	243	279	89	240
	Participants who positively exited Next STEPS program**	147	52	48	144
OCDV	Healthy Relationship Academy workshops held	180	30	37	100
	Community outreach events	417	139	150	480
HRA	Appointments to connect individuals to HRA services	1,798	695	895	2,000
	Individuals connected to HRA services	1,111	425	542	1,000
	Percentage of clients seeking SNAP and Emergency Assistance benefits enrollment who are successfully enrolled in those benefits	41.4%	53%	24%	30%
DFTA	Grandparent support participation	336	117	234	325
	Seniors engaged at public events	10,508	1,983	3,055	6,500
	Program intakes	70	34	51	150

*\*Enrollment in first quarter of Fiscal 2018 (July through September 2017) \*\* Includes residents who reside near MAP developments.*

Development Name	Layered Access Control (LAC) Scope of work	July - Oct. 2017 (FY18) % completed
BOULEVARD	Total Doors = 36 doors in 18 buildings (30 new entrance doors and 6 new exit doors).	57%
BROWNSVILLE	Total Doors = 92 doors in 27 Buildings (30 new front doors, 16 retrofit front doors, 15 new exit doors, 31 retrofit exit doors).	100%
BUSHWICK	Total Doors = 16 doors (8 new entrance doors and 8 new exit doors).	5%
BUTLER	Total Doors = 18 doors in 6 buildings (15 new entrance doors, 6 new exit doors).	100%
CASTLE HILL	Total Doors = 43 doors in 14 buildings (15 new entrance doors and 28 new exit doors)	90%
INGERSOLL	Total Doors = 53 doors in 20 buildings (8 new entrance doors, 37 retrofit entrance doors, 2 new exit doors, and 6 retrofit exit doors).	33%
PATTERSON	Total Doors = 50 doors in 15 buildings (25 new entrance doors and 25 new exit doors).	21%
POLO GROUNDS TOWERS	Total Doors = 26 doors in 4 buildings (retrofit 14 entrance doors, 12 new exit doors)	85%
QUEENSBRIDGE NORTH & SOUTH	47 New intercoms and door hardware	10%
WAGNER	Total Doors = 44 doors at 22 buildings (22 entry retrofits, 14 new exit doors, 8 exit retrofits)	100%
RED HOOK	Being planned by Office Of Recovery & Resiliency (ORR), formerly Sandy Group	NA
SAINT NICHOLAS	Total Doors = 28 doors in 13 buildings (7 new entrance doors, 7 retrofit entrance doors, 4 new exit doors, and 10 retrofit exit doors).	95%
STAPLETON	Total Doors = 41 doors in 6 buildings (12 retrofitted entrance doors and 29 retrofitted exit doors).	8%
TOMPKINS	Total Doors = 24 doors in 8 buildings (12 new entrance doors and 12 new exit doors).	45%
VAN DYKE I & II	Total Doors = 46 doors in 23 buildings (32 new entrance doors and 14 new exit doors).	22%

## 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

- The Fiscal 2017 value for NYCHA 'Temporary Light Fixtures Placed' was revised from 30 to 55. The Fiscal 2017 value for NYCHA 'Permanent Lights Installed' was revised from 4,264 to 3,479 to remove data from outside the reporting period that had been erroneously included.
- The Fiscal 2017 value for NYCHA 'Cameras Installed' was revised from 196 to 226.
- The Fiscal 2017 value for NYCHA 'Non-construction scaffolding and shedding removed' was revised from 19,478 linear feet to 1,138 linear feet to remove non-MAP sites that had been erroneously included.
- The Fiscal 2018 target for DPR 'Kids in Motion participants across MAP sites' was revised upward to reflect a plan to offer a new eight-week spring session at some MAP sites.
- The Fiscal 2017 value for DPR 'Shape-Up participants across MAP sites' was revised from 3,511 to 3,299 after a review of the data.
- The Fiscal 2017 value for NYC Opportunity 'Youth enrolled in Work Progress Program (WPP)' was revised from 254 to 348 with updated information.
- The Fiscal 2017 value for DOP 'Participants enrolled in the Next STEPS youth mentorship program' was revised from 172 to 243 to include participants both in and around MAP developments.
- The Fiscal 2017 value for DOP 'Next STEPS Completions' was revised from 105 to 147 to include participants both in and around MAP developments.
- The Fiscal 2017 values for HRA were all revised to include data from the first week of Fiscal 2017, which was erroneously not included.
- The Fiscal 2017 value for DFTA 'Grandparent Support Participation' and 'Program Intakes' were revised from 417 to 336 and from 90 to 70, respectively, to remove residents outside the MAP developments that were erroneously included.
- The Fiscal 2017 values for DFTA 'Grandparent support participation' and 'Program intakes' were revised downward to capture only MAP residents who are kinship caregivers .