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 in New York City public housing developments. The MAP model moves beyond enforcement to address factors underlying public safety—providing opportunities for work, play, health and wellness; promoting safety-driven, community and human-centered design; and improving trust between neighbors and with 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 public safety challenges as a result of persistent violent crime. Through MAP, neighborhood residents, government agencies, nonprofit partners and police officers work together to co-produce enduring reductions in crime.

In the first four years of MAP, MOCJ has made significant investments in physical infrastructure, increasing visible investments in improvements such as exterior lighting and closed-circuit TV to help create a safer environment, and in the provision of economic and social services at the 15 developments. What makes MAP unique is its focus on trust, accountability and social cohesion. Through MAP’s cornerstone program, NeighborhoodStat (NStat), partner agencies and residents come together to identify priorities for the developments and their surrounding neighborhoods through joint problem identification and the testing of solutions that could enable system wide change. The innovative NStat meetings have served as a platform for resident stakeholders and City agency partners to work together to enhance public safety in the housing developments and surrounding neighborhoods.

The City continued to see substantial crime reductions in MAP developments. From July 2018 to October 2018, index crime and violent crime declined at MAP sites by six percent and five percent, respectively, compared to the same reporting period in Fiscal 2018. Though shootings increased in MAP developments during this reporting period compared with the last fiscal year, since the inception of MAP in 2014, shootings at MAP developments are down 36 percent, compared to 31 percent for NYCHA as a whole. Index crime is down nine percent and violent crime is down six percent, compared to five percent for NYCHA overall.

In year five, MAP will focus on strengthening neighborhood engagement by deepening our relationships with community members and drawing upon their local knowledge to develop tailored solutions for the MAP neighborhoods. Through MAP Stakeholder Teams, MAP will ensure that residents’ voices are included in the City’s decision-making process around issues that most impact the communities served. By working together to honor the needs, desires and concerns of the community, MOCJ is better able to create culturally-appropriate and sustainable solutions that are most beneficial to MAP communities.

**OPPORTUNITIES**

**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. SYEP enrollment continues to trend upwards at MAP developments. As a result of partners’ committed efforts, 3,033 MAP young people were enrolled in SYEP in the summer of 2018 (Fiscal 2019), over 200 more youth than the previous summer, and 1,120 more than the summer of 2016. Overall, MAP developments have experienced a 120 percent increase in enrollments since Summer 2014 (Fiscal 2015), more than doubling the number of enrollments in that time.

**NEXT STEPS PROVIDES MENTORING TO MORE MAP YOUTH AND EXPANDS TO INCLUDE A PATHWAY TO PERMANENT EMPLOYMENT**

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 from all 15 MAP sites in transformative mentoring. Since the start of Next STEPS in Fiscal 2016, the program has served over 900 new participants and has had over 500 graduates. In Fiscal 2019, MOCJ and DOP began a new partnership with the Center for Employment Opportunities to build a career pathway for Next STEPS participants and other MAP youth ages 18-25. This new career pathway was initiated with a pilot cohort of 30 participants who will receive resume and interview preparation services, daily paid transitional employment and permanent job placements. The next cohort of participants is expected to begin by Summer 2019 with MAP residents from the Bronx.

**ORGANIZED ACTIVITIES FOR CHILDREN AND TEENS**

Safe, engaging opportunities for play are a critical part of any healthy neighborhood. Partnering with 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. Additionally, MAP offers support for the Department of Parks and Recreation’s (DPR) Kids in Motion, a program that engages children in active, outdoor play with a DPR staff member leading four to seven hours of free activities on New York City playgrounds, including organized sports, games, fitness demos, board games, water games and more. Through MAP, 15 Kids in Motion programs were established at playgrounds near MAP developments. From July through November 2018, MAP served 43,510 Kids in Motion participants.

**DESIGN**

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

In Fiscal 2016, MOCJ, in partnership with the Police Department (NYPD) 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 to help transform local precincts and public properties into transparent and inviting spaces that support productive encounters between police officers and residents and 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 methodology and guiding principles were released in Fall 2018. MAP continues to seek and lead partnerships with other City agencies to catalyze community transformation using these guiding principles. Projects include: the NYCx Challenge which, in partnership with the Mayor’s Office of the Chief Technology Officer and the Department of Transportation, sought technology solutions to increase nighttime activity in public spaces in Brownsville; the Neighborhood Activation Community Challenge which, in partnership with Building Healthy Communities, provided $50,000 to community-based organizations in Brownsville and Morrissania; and Claremont Illuminated, a partnership with Bronx Documentary Center to activate neighborhood hot spots with nighttime artwork and programming, which was awarded the Mayor’s Grant for Cultural Impact and the National Endowment for the Arts Our Town grant.
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. Through MAP, NYPD Neighborhood Coordination Officers, NYCHA Resident Watch members and NYCHA residents have been trained in Crime Prevention Through Environmental Design (CPTED) as part of the local NStat process. The CPTED methodology is used to identify and implement community-based projects that address public safety at each development. Through CPTED, trainees learn how to develop effective solutions to address unsafe conditions related to physical spaces in their developments.

Each team is granted access to up to $50,000 to fund action plans that propose either physical improvement or social programming projects that increase opportunities for positive engagement within the community. For example, residents at Wagner Houses have proposed to revitalize underutilized green space on campus that has been a target for both quality-of-life issues (i.e., public urination, graffiti, dog waste) and more serious crime such as robberies. The Wagner team plans to transform this vacant space into an open-air community hub that can support year-round social programming. CPTED teams from other developments have developed action plans to promote increased stewardship of public spaces or to support community-led public art projects that re-imagine the expressive impact of public spaces. As of October 2018, eight teams developed and submitted action plan proposals. The remaining seven teams are developing their action plan proposals for submission in January.

APPLY BEHAVIORAL ECONOMICS TO DEVELOP SCALABLE SOLUTIONS FOR HARD-TO-SOLVE NEIGHBORHOOD ISSUES

In 2017, MAP, in partnership with John Jay College of Criminal Justice and NYCHA, engaged Ideas42 to identify behavioral “bottlenecks” in public housing communities related to three issues: broken doors, household waste disposal and dog waste. Ideas42 applied behavioral analysis to design targeted, evidence-based interventions that they will rigorously evaluate to ensure that the community’s needs are being met in the most effective ways. Ideas42 also seeks to identify feasible, cost-effective and scalable solutions to these problems. For the past year, Ideas42 has conducted extensive interviews and discussions with residents, completed site visits to multiple developments, and hosted a series of presentations for key City and resident stakeholders on their findings and proposed design interventions. By April 2019, MOCJ will work with NYCHA and Ideas42 to determine a set of 30 test developments and 30 comparison sites to evaluate the proposed solutions.

TRUST

USE NEIGHBORHOODSTAT (NSTAT) TO SHARE INFORMATION, DEVELOP RESOURCES AND CO-PRODUCE PUBLIC SAFETY

NStat 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. These meetings, and the information sharing they generate, are an important part of MAP’s strategy to enhance accountability by providing local residents and stakeholders with considerable information, discretion, resources and access to key decision-makers. NStat meetings also ensure that City executives remain aware of crime and quality-of-life conditions within their areas of responsibility and provide residents and resident stakeholder teams with opportunities to escalate issues that have not been resolved locally.

Five borough-wide NStat meetings are organized by region and are held twice a year. During the reporting period MAP conducted its fourth cycle of borough-wide NStat meetings.

In July 2017, MAP launched Local NStat, a development-based process that provides residents with an opportunity to establish neighborhood priorities, leverage citywide best practices and address resident concerns at the development level. From July through October 2018, Local NStat meetings were implemented in partnership with 15 MAP Engagement Coordinators from the Center for Court Innovation. They are responsible for facilitating a process of identifying systemic issues at each development and executing action plans to address those issues. Through these meetings, the MAP Engagement Coordinators work with residents, community stakeholders and agency partners to identify site-specific challenges, assets and resources all aimed towards supporting a site-oriented collaborative problem-
solving process. The purpose of these local meetings is to foster clear communication and a deeper sense of community, and to build trust through more effective partnerships among residents and City agencies at each development.

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 and its outputs and impact, with the aim of understanding what components of MAP worked best. The evaluation began in the summer of 2017, with a final report due by summer 2020.

### CRIME STATISTICS IN THE 15 DEVELOPMENTS

<table>
<thead>
<tr>
<th>Number of Incidents</th>
<th>Actual FY18</th>
<th>4-month Actual FY18</th>
<th>FY19</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Index Crime</td>
<td>778</td>
<td>287</td>
<td>269</td>
<td>-6.3%</td>
</tr>
<tr>
<td>Violent Crime</td>
<td>558</td>
<td>202</td>
<td>192</td>
<td>-5.0%</td>
</tr>
<tr>
<td>Shootings</td>
<td>22</td>
<td>5</td>
<td>9</td>
<td>80.0%</td>
</tr>
</tbody>
</table>

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.

### Improved Infrastructure / Environmental Design

<table>
<thead>
<tr>
<th>Agency/Office</th>
<th>Indicator Name</th>
<th>Actual FY17</th>
<th>FY18</th>
<th>FY18</th>
<th>FY19</th>
<th>Target FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYCHA</td>
<td>Permanent lights installed</td>
<td>4,789</td>
<td>1,310</td>
<td>310</td>
<td>NA(^1)</td>
<td>*(^1)</td>
</tr>
<tr>
<td></td>
<td>Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.)</td>
<td>1</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Cameras installed (closed circuit television) (# cameras)</td>
<td>218</td>
<td>1,118</td>
<td>200</td>
<td>232</td>
<td>977</td>
</tr>
</tbody>
</table>

### Community Engagement & Programming

<table>
<thead>
<tr>
<th>Agency/Office</th>
<th>Indicator Name</th>
<th>Actual FY17</th>
<th>FY18</th>
<th>FY18</th>
<th>FY19</th>
<th>Target FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPR</td>
<td>Kids in Motion participants across MAP sites</td>
<td>58,002</td>
<td>52,301</td>
<td>52,301</td>
<td>43,510</td>
<td>65,000</td>
</tr>
<tr>
<td></td>
<td>Shape-Up participants across MAP sites</td>
<td>3,511</td>
<td>19,414</td>
<td>4,251</td>
<td>5,056</td>
<td>3,000</td>
</tr>
<tr>
<td>DYCD</td>
<td>MAP Summer Youth Employment (SYEP) enrollees</td>
<td>1,816</td>
<td>2,826</td>
<td>2,826</td>
<td>3,033</td>
<td>3,500</td>
</tr>
<tr>
<td>NYC Opportunity</td>
<td>NYCHA youth enrolled in Work Progress Program (WPP)</td>
<td>602</td>
<td>397</td>
<td>16(^2)</td>
<td>80</td>
<td>*(^3)</td>
</tr>
<tr>
<td>DOP</td>
<td>Participants enrolled in the Next Steps youth mentorship program(^1)</td>
<td>172</td>
<td>264</td>
<td>89</td>
<td>80</td>
<td>240</td>
</tr>
<tr>
<td></td>
<td>Participants who positively exited Next Steps program(^2)</td>
<td>105</td>
<td>117</td>
<td>48</td>
<td>17</td>
<td>144</td>
</tr>
<tr>
<td>ENDGBV</td>
<td>Healthy Relationship Academy workshops held</td>
<td>180</td>
<td>91</td>
<td>37</td>
<td>0</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>Community outreach events</td>
<td>417</td>
<td>266</td>
<td>150</td>
<td>155</td>
<td>450(^4)</td>
</tr>
<tr>
<td>HRA</td>
<td>Appointments to connect individuals to HRA services</td>
<td>1,798</td>
<td>2,669</td>
<td>895</td>
<td>645</td>
<td>2,000</td>
</tr>
<tr>
<td></td>
<td>Individuals connected to HRA services</td>
<td>1,111</td>
<td>1,559</td>
<td>542</td>
<td>378</td>
<td>1,000</td>
</tr>
<tr>
<td></td>
<td>Percentage of clients seeking SNAP and Emergency Assistance benefits enrollment who are successfully enrolled in those benefits</td>
<td>41%</td>
<td>NA</td>
<td>24%(^3)</td>
<td>52%</td>
<td>30%</td>
</tr>
<tr>
<td>DFTA</td>
<td>Grandparent support participation</td>
<td>417</td>
<td>400</td>
<td>234</td>
<td>387</td>
<td>325</td>
</tr>
<tr>
<td></td>
<td>Seniors engaged at public events</td>
<td>8,117</td>
<td>4,604</td>
<td>3,055</td>
<td>645</td>
<td>6,500</td>
</tr>
<tr>
<td></td>
<td>Program intakes</td>
<td>90</td>
<td>165</td>
<td>51</td>
<td>343</td>
<td>150</td>
</tr>
</tbody>
</table>

1\(^\)Project complete - no additional lights installed.
2\(^\)Data is for the first three months of FY18 only.
3\(^\)Includes residents who reside near MAP developments.
4\(^\)Correction of previously reported target of 480.
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

- Fiscal 2018 4-month actuals for Index Crime and Violent Crime have been revised upward from the Fiscal 2018 PMMR.

- The Mayor’s Office to Combat Domestic Violence (OCDV) is now called the Mayor’s Office to End Domestic and Gender-Based Violence (ENDGBV).

- The Fiscal 2019 ENDGBV target for ‘Healthy Relationship Academy workshops’ has been reduced from 120 to 80 due to prolonged staff vacancies including program director, coordinator and assistant positions as well as four education positions. The target is expected to be returned to the higher level for Fiscal 2020.