



# Reimagining a More Equitable Policing and Public Safety System in New York City



From Crisis to Opportunity

A POLICY AGENDA FOR AN EQUITABLE NYC

**ROBIN HOOD**



**THE CENTURY  
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For decades, poverty and its correlates have been criminalized in New York City. Policing and public safety structures may actually make it more difficult to escape poverty by ensnaring individuals facing particular challenges in the criminal justice system, without ever addressing the underlying problems, and then activating an array of ongoing collateral consequences, like prohibitions from voting, driving, employment, or housing. For example, in New York City, community districts with the highest poverty rates are also among those with the highest jail incarceration rates, with a significant correlation between high jail incarceration rates and rates of school absences, unemployment, and psychiatric hospitalizations found in these same communities.<sup>1</sup> The following recommendations for the incoming administration target the structures that leave the many New Yorkers who are experiencing poverty over-policed yet underserved in the areas of education, health care, housing, and economic supports.

Between October 2020 and March 2021, more than eighty-five meetings—including public listening sessions, town halls, and roundtable discussions—were conducted by the NYPD Police Reform and Reinvention Collaborative that was formed in response to Executive Order 203. The collaborative, led by the First Deputy Mayor’s Office and including personnel from City Hall, the Police Department, and community leaders, was tasked with generating proposals to reimagine policing in New York City. This work focused largely on collecting and applying the input of individuals and organizations from communities most impacted by racialized policing and poverty.<sup>2</sup> Through this process, and in consultation with City Hall, the City Council, and three community co-sponsors, including then-Robin Hood CEO Wes Moore, a robust set of policy recommendations was drafted and then approved by City Council.

The approved plan was an important first step in the reform process, with its wide-ranging scope and responsiveness to many of the problems New Yorkers currently face. However, a financial or legislative commitment to execute the full plan has not yet been made, and more must be done, beyond that plan’s recommendations, to make New York City a more equitable place to live for all New Yorkers. The role of the next administration will involve not only funding and pursuing the commitments laid out in City Council

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1. “Ending the Poverty to Prison Pipeline,” FPWA, April 2019, <https://www.fpwa.org/wp-content/uploads/2019/04/FPWAs-Ending-the-Poverty-to-Prison-Pipeline-Report-2019-FINAL.pdf>.

2. A full description of the Police Reform and Reinvention Collaborative’s process, and the community engagement process and participants is available at <https://www1.nyc.gov/site/policerreform/community-engagement/community-engagement.page>.

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Resolution 1584-2021, which would make certain that the plan built from the input of the community is seen through, but also supplementing it with policies that will further ensure that all New Yorkers experience public safety and equitable policing.<sup>3</sup>

The recommendations that follow build upon the work of the Police Reform and Reinvention Collaborative by centering the need to establish and fund just policies that address the structural challenges currently reinforcing the criminalization of poverty and racialized policing in New York City. These recommendations include:

1. **Address the criminalization of poverty through budget justice**, allocating the necessary funds to provide trauma-informed, streamlined services in low-income communities that have been disproportionately affected by over-policing.
2. **End racial disparities in police stops** through routine, independent audits of stop data and corresponding footage and an overall reduction in unnecessary police encounters.
3. **Remove police from New York City schools** and invest in students' social, emotional, and behavioral needs through a supportive, holistic, and trauma-informed public health approach to school safety and crisis intervention.
4. **Ensure accountability for racialized and biased policing** through the administration of fair and independent oversight that is centered on addressing the harm caused to the community.
5. **Address violence through community-centered initiatives** that focus on interrupting cycles of violence and supporting those most at risk for involvement with gun violence through a combination of short- and long-term strategies.

## Goals

The incoming administration will face dueling opportunities and crises in the policing and public safety space including a public reimagining of what it means to be policed and the role of police in society, and a sizable resurgence of gun violence following many years of decline. The mayor will be provided with a foundational structure from the initiatives outlined in Resolution 1584-2021, but this is just a starting point. Prioritizing and centering investments in New York City's most vulnerable and underserved communities will be critical to addressing the challenges of not only police legitimacy but also violent crime. In doing so, the current crises in policing and public safety can be addressed, and communities will be provided tools and resources to break relentless cycles of poverty and criminalization. To work toward this goal, the next mayor should seek:

- full implementation of all initiatives outlined in New York City Council Resolution 1584-2021;
- replacement of the 5,000 public safety agents in New York City public schools with staff trained and coached in providing direct services, such as social workers, behavior specialists, trauma-informed de-escalation staff, conflict resolution specialists, peacemakers, and school climate and restorative justice staff;

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3. "Resolution 1584-2021: Adopting a plan pursuant to State Executive Order Number 203," New York City Council, March 25, 2021, <https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=4890502&GUID=2CB9D744-6371-434F-8331-4A923FF529AB&Options=ID|Text|&Search=policing>.

- sufficient, sustained funding and resources to support the NYC Opportunity Agency Navigator program to assist individuals needing access and referrals to resources;
- elimination of any racial or ethnic disparity in who is stopped or searched by police; and
- a decrease in gun violence to pre-pandemic rates, with a resumption of the sustained downward trend seen from the late 1990s to 2020 (777 total shootings with 923 victims in 2019, compared to 1,531 shootings with 1,868 victims in 2020).<sup>4</sup>

## Background and Need

The challenges of poverty, low economic mobility, and racial inequality are all too often exacerbated by the criminal justice system. In New York City, like so many other cities in the United States, poverty is criminalized, and the communities most impacted by poverty are also the most affected by over-policing. The phrase “criminalization of poverty” refers to the practice of funneling low-income individuals into the criminal justice system by utilizing legal responses to conditions that are often correlates of poverty, such as homelessness, mental illness, and addiction. The problems created by this practice are then further compounded through the broad use of fines and fees for civil, misdemeanor criminal, and traffic offenses and the jailing of people who fail to pay. The damage that this criminalization has done to the social fabric of communities across New York City has only increased as the responsibilities and power of law enforcement have grown, and problems related to homelessness, citizenship, mental illness, substance abuse, and access to transportation continue to be met with criminal justice responses. Additionally, policies and practices that enable racialized policing to persist, such as the continued disparate use of stop-and-frisk and police activity in certain public schools, have intensified these challenges.

## Current Sentiment among New Yorkers

According to a December 2020 public opinion poll from Robin Hood and Global Strategy Group (GSG), crime and public safety ranked second behind COVID-19 among New Yorkers’ top concerns.<sup>5</sup> Most New Yorkers, across racial and ethnic lines, reported that they “usually feel safe” in their neighborhood (81 percent), though some (17 percent) said they “often do not feel safe.” Additionally, most New Yorkers reported feeling that the NYPD keeps them safe (60 percent), although more than a quarter (26 percent) said the NYPD often makes them feel unsafe. The majority of low-income New Yorkers polled said the police keep them safe (66 percent), as did Latinx<sup>6</sup> New Yorkers (69 percent). Black New Yorkers were more likely than other groups to respond that the police make them feel unsafe but were still more likely to believe the police keep them safe than not (53 percent keep me safe; 32 percent make me feel unsafe).

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4. B. Chapman, “New York City Homicides and Shootings Rose Dramatically in 2020,” Wall Street Journal, January 7, 2021, [www.wsj.com/articles/new-york-city-homicides-and-shootings-rose-dramatically-in-2020-11610055243](https://www.wsj.com/articles/new-york-city-homicides-and-shootings-rose-dramatically-in-2020-11610055243); J. Chaffin, “New Yorkers Fear Return of ‘Bad Old Days’ after Shootings Surge,” Financial Times, July 17, 2020, [www.ft.com/content/a444b43e-ba40-48b5-a064-fa51c591cc32](https://www.ft.com/content/a444b43e-ba40-48b5-a064-fa51c591cc32).

5. Robin Hood commissioned Global Strategy Group (GSG) to conduct a public opinion poll on priorities for New Yorkers. GSG oversampled low-income New Yorkers to ensure the needs of the highest-impacted community were well represented. See “New York City Issues Research Finding,” Global Strategy Group, January 26, 2021, <https://globalstrategygroup.app.box.com/s/wmpmhza15pr3gom7c20qlpx65dom55eq>.

6. The sources consulted for From Crisis to Opportunity: A Policy Agenda for an Equitable NYC used a variety of terms in collecting data about ethnic identity, such as Hispanic, Latino, Latinx, or Spanish origin. Some of the sources collected data using only one of these terms and reported their results under one term, while others collected data using several of the terms, but reported their data using only one term. This project uses Latinx universally in referring to the identities expressed in these data sets.



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Although New Yorkers have generally positive attitudes toward the police, they also support reform and accountability efforts for the NYPD. Reforming policing and curtailing misconduct were top priorities for 56 percent of New Yorkers and a top priority for 61 percent of Black and Latinx New Yorkers. Even a significant portion of New Yorkers with an active duty or retired police officer in their household supported reform (47 percent top priority; 85 percent priority overall).

New Yorkers also support redistributing funds previously set aside for the NYPD to support community programs and services instead. Most believe that investing in community programs has a positive impact on the city's communities (86 percent agree, including 59 percent strongly agree), and most (over 70 percent) agree that the city should divest from the NYPD and use the money to fund community programs.<sup>7</sup>

### Current Policy Context

On March 25, 2021, the New York City Council voted to ratify a series of police and public safety proposals. These policies were in response to the governor's Executive Order 203 (EO 203), which was enacted following the killing of George Floyd, and intended to reform and reinvent each of the municipal police forces within the State of New York. The policies included in New York City's response to EO 203 were organized around five pillars of reform: (1) the decriminalization of poverty; (2) recognition and continual examination of historical and modern-day racialized policing; (3) transparency and accountability; (4) community representation and partnership; and (5) a diverse, resilient, and supported NYPD.

The reform plan submitted by City Hall reflected an important first step in a reform process by facilitating wide-reaching discussions with many segments of the city and identifying problem areas to be addressed. More than eighty-five meetings were held, including public listening sessions, town halls, and roundtable discussions with an array of groups and organizations from communities most impacted by racialized policing and poverty.<sup>8</sup>

However, City Council Resolution 1584-2021 to adopt the plan is only a first step toward broad, comprehensive reform. Additionally, a limited financial commitment has been made in the current administration's FY22 budget to execute the full plan; there has been no formal legislation to ensure that each aspect of the plan will be seen through. The role of the next administration will both involve funding and pursuing the commitments laid out in Resolution 1584-2021 and supplementing it with policies, such as those discussed below, that will ensure all New Yorkers can feel safe and supported in their schools and communities and any experiences with the police are fair, equitable, and supportive.

### Conditions for Success

If the policy recommendations that follow are to be successfully adopted and enacted with maximal impact, a new administration must work with the City Council to put in place additional conditions:

- **Full funding of all initiatives outlined in New York City Council Resolution 1584-2021.** The work of the NYPD's Police Reform and Reinvention Collaborative has laid the initial groundwork for addressing many of

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7. Most agreed that the city should divest from the NYPD and use the money to fund community programs, regardless of whether framing about the importance of effective policing was included: 73 percent agreed that the city should divest from the NYPD and use the money to fund community programs with policing language, and 70 percent when the policing language was not included.

8. Descriptions of the Police Reform and Reinvention Collaborative, and the community engagement process and participants are available at <https://www1.nyc.gov/site/policereform/community-engagement/community-engagement.page>.

the systemic problems in the policing and public safety space, but the full plan requires committed funding.

- **Expansion of the breadth of the Civilian Complaint Review Board (CCRB)'s authority** to investigate allegations of biased policing and profiling and to initiate its own investigations. Broader independent oversight is necessary in order to hold NYPD personnel who have caused harm accountable and ensure that the department works for all New Yorkers.
- **Willingness to divest funds from the NYPD budget and invest in public health, education, opportunity, and community-based initiatives.** Divesting and reinvesting is necessary to switch from a reliance on criminal justice responses and sanctions in addressing problems that stem from conditions of poverty and instead provide much-needed resources to non-carceral approaches.
- **Follow through on the current administration's pledge to expand the Crisis Management System and youth anti-gun violence programming** through summer 2022.

**TABLE 1. POLICING INITIATIVES OUTLINED IN NEW YORK CITY COUNCIL RESOLUTION 1584-2021**

<b>TRANSPARENCY AND ACCOUNTABILITY</b>
NYPD will ensure that at-risk officers are identified and that swift, appropriate interventions occur.
Hold police officers accountable for misconduct through internal NYPD disciplinary decisions that are transparent, consistent, and fair.
Monitor implementation of the Discipline Matrix and enhance transparency regarding its use.
The David Dinkins Plan: Expand and Strengthen CCRB.
Consolidate and strengthen NYPD oversight by expanding CCRB's authority to incorporate the powers of NYC's Department of Investigation Office of the Inspector General for the NYPD and the Commission to Combat Police Corruption.
Support a State law change that would broaden access to sealed records for specified entities, including CCRB, charged with investigating police misconduct, especially biased-policing investigations.
CCRB occupies a critical role in the accountability system, which should be evaluated for potential further expansion to additional NY PD employees.
Support a State Law change to increase the 30-day cap in unpaid suspensions for certain egregious cases of misconduct by police officers.
Support a State law change to create a pension reduction or forfeiture remedy for the most egregious misconduct cases.
Ensure the Special Victims Division is a model for national best practice.
End Qualified Immunity at the local level for police officers.
Create a Citywide policy to strengthen transparency and accountability in the use of biometric technology.
The City will implement public and comprehensive reporting on key police reform metrics
NYPD must improve transparency about personal data that is collected and how it is used, which is critical to earning and maintaining the trust of the community.
Equip NYC Sheriff's Deputies with Body-Worn Cameras.
Provide more insight into the NYPD's budget during the FY 2022 Executive Budget by including a more particularized breakdown of the agency's spending.

<b>COMMUNITY REPRESENTATION AND PARTNERSHIP</b>
Work with communities to implement NYC Joint Force to End Gun Violence.
Expand community-based interventions - double the size of the Cure Violence workforce (triple by summer 2022).
Expand the Community Solutions Program.
Pilot the Advance Peace Model, a new approach to helping youth who are at risk for involvement with gun violence.
Assess and ameliorate the impacts of militarization.
Consistently solicit real-time feedback from members of the community and implement programs that enhance precinct-based customer experiences.
Elevate the feedback of the community through CompStat and Enhanced Neighborhood Policing.
Invest in enhancing productive partnerships with community members and organizations and increasing officers' cultural competence.
Incorporate direct community participation through Precinct Councils in the selection of Precinct Commanders.
Ensure that the composition of NYPD's workforce is reflective of the community it serves at all levels of the organization.
Expand the People's Police Academy to five precincts.
Launch the Neighborhood Policing App and expand training to steady sector officers.
Expand the Precinct Commander's Advisory Councils.
Expand Pop Up with a Cop.
Support and expand the Citizen's Police Academy by doubling participation in the next year.
Expand the Youth Leadership Councils to 18 precincts and 9 PSAs, bringing the total to 85.
Expand the Law Enforcement Explorers Program from 2,200 to 3,000 Explorers with enhanced programming.
Transform public space to improve community safety.
Respect the right to protest and improve policing of this essential civic activity.
Work with the Mayor's Office for People with Disabilities to expand the reach and scope of services provided by the NYPD Disability Services Facilitator.
Improve relationships with NYC's immigrant communities through increasing language access.
Codify and strengthen the Mayor's Office to Prevent Gun Violence.
<b>RECOGNITION AND CONTINUAL EXAMINATION OF THE HISTORICAL AND MODERN-DAY RACIALIZED POLICING IN NEW YORK CITY</b>
The City will create a dedicated process to acknowledge, address, and repair past and present injustices and trauma caused by the practice of racialized policing.
Participate in a comprehensive, independent review to identify and assess persistent structures of racism within the Department.
The City will require reporting on traffic stops.
Require supervisors to proactively monitor discretionary officer activity for indications of biased-based policing and take corrective measures immediately.
Augment racial bias training for NYPD leadership.
Eliminate the use of unnecessary force by changing culture through policy, training, accountability, and transparency.
Educate NYPD leadership and NCOs on restorative justice processes, and design processes to repair relationships with communities.
Train all officers on Active Bystandership in Law Enforcement (ABLE).
Enhance positive reinforcement, formally and informally, to change culture ("Shout Out a Co-Worker").
Consistently assess and improve practices and policies through accreditation (CALEA).

<b>THE DECRIMINALIZATION OF POVERTY</b>
Systematically examine and end policies that lead to over-policing lower-income and people of color communities, perpetuating the cycle of impoverishment and incarceration.
The City will expand SYEP by adding 5,000 new spots this summer for CUNY Students.
Prioritize principles of budget justice and provide key services to support low-income individuals, families, and communities, and reduce the likelihood of justice involvement.
Prioritize the health and wellbeing of youth while minimizing potential exposure to trauma in City schools through the investment in human resources and trauma- informed practices, moving school safety agents from NYPD to the Department of Education and retraining them, and revising policies that govern school safety.
Develop a health-centered response to mental health crises.
The City supports adopting important new public health approaches to reducing overdoses.
Pursue new approaches to safety, outreach, and regulation through civilian agencies.
Establish a crash investigation and analysis unit within the Department of Transportation.
Consolidate the coordination of all crime victim service programs into one agency to better support crime victims.
Improve support for victims of domestic, gender-based and family violence through access to critical resources and customized training for officers.
Develop more responsive and consistent approaches to helping survivors of domestic, family and gender-based violence.
The City will develop new policies and approaches to combatting sex trafficking which focus on the traffickers and do not entangle victims or those selling sex in the criminal justice system.
The City will enhance community-based approaches to combatting bias and hate crimes.
Create a pilot program to assist families with children at risk of homelessness earlier in the housing instability spectrum before their housing situation reaches a crisis point.
<b>THE DECRIMINALIZATION OF POVERTY</b>
Make residence in NYC a more significant factor in hiring police officers.
Examine barriers to recruitment.
Recruit officers who reflect the communities they serve by examining the impact of the qualification process on the diversity of recruits (including minor criminal convictions or violations and the college credit requirement).
Reform the discretionary promotions process to center on transparency and fairness.
Build a culture that encourages use of coping tools through the Critical Incident Stress Management Program.
Support professional development through the Commander's Course and leadership development programs.
Commit to an updated Patrol Guide that is more user friendly, less complex for officers, and transparent to the public.

## Policy Response

### 1. Address the Criminalization of Poverty through Budget Justice

In New York City, poverty is criminalized, and justice involvement worsens poverty. This creates an inescapable cycle of disadvantage that requires a coordinated response to analyze and interrupt.<sup>9</sup> Low-income New Yorkers of color face systemic, intersecting disadvantages that increase the likelihood of their involvement in the criminal justice system, which in turn, worsens the poverty they experience.

FPWA recently reported that the five community districts in New York City with the highest poverty rates were all among the ten community districts with the highest jail incarceration rates; they also reported that communities

9. "Ending the Poverty to Prison Pipeline," FPWA, April 2019, <https://www.fpwa.org/wp-content/uploads/2019/04/FPWAs-Ending-the-Poverty-to-Prison-Pipeline-Report-2019-FINAL.pdf>.



with high jail incarceration rates experienced high rates of school absences, unemployment, and psychiatric hospitalizations.<sup>10</sup> Furthermore, research from the Brennan Center for Justice shows that imprisonment and even a minor conviction record can translate into diminished economic opportunity and deepening racial and economic inequality. They found that time in prison can reduce someone’s lifetime earning potential by more than half—or nearly half a million dollars; even a misdemeanor conviction can translate to a 16 percent drop in lifetime earnings.<sup>11</sup>

**TABLE 2. LOST EARNING POTENTIAL DUE TO INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM, 2017**

	Number of people	Annual Average Earning Loss	Annual Lifetime Earning Loss	Aggregate Annual Earning Loss
<b>Formerly imprisoned people</b>	<b>7.7 million</b>	<b>52%</b>	<b>\$484,400</b>	<b>\$55.2 billion</b>
White	2.7 million	—	\$267,000	—
Black	2.7 million	—	\$358,900	—
Latinx	2.7 million	—	\$511,500	—
<b>People convicted but not imprisoned</b>			<b>\$98,800*</b>	
Felonies	12.1 million	22%	—	\$77.1 billion
Misdemeanors	46.8 million	16%	—	\$240.0 billion
<b>Total</b>				<b>\$372.3 billion</b>

*Source:* T-A Craigie, et al., “Conviction, Imprisonment, and Lost Earnings: How Involvement with the Criminal Justice System Deepens Inequality,” Brennan Center for Justice, September 15, 2020, <https://www.brennancenter.org/our-work/research-reports/conviction-imprisonment-and-lost-earnings-how-involvement-criminal>.

Problems as systemic and entrenched as the interconnectedness of the criminal justice system and poverty will not be remedied quickly or easily. Resolution 1584-2021 included numerous reform plans for beginning to address the criminalization of poverty in New York City, including:

- *The City will systematically examine and end policies that lead to over-policing lower-income and people of color communities, perpetuating the cycle of impoverishment and incarceration. These assessments will focus on disparities in enforcement, as well as the disparate impact these policies have on these communities.*
- *Starting June 1, 2021, the City will create an Ending Poverty to Prison Pipeline initiative to prevent and reduce justice system contact and connect low-income and justice-involved clients and their families with streamlined services.*

10. Ibid.

11. T. A. Craigie et al., “Conviction, Imprisonment, and Lost Earnings: How Involvement with the Criminal Justice System Deepens Inequality,” Brennan Center for Justice, 2020, [https://www.brennancenter.org/sites/default/files/2020-09/EconomicImpactReport\\_.pdf](https://www.brennancenter.org/sites/default/files/2020-09/EconomicImpactReport_.pdf).

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- *The City will standardize service entry-points to develop a “no wrong door” approach. Currently, many health and human services are specialized and siloed, requiring that clients seek out services at multiple agencies to address the full extent of their needs. This process is made worse by time consuming, redundant, and stressful intake practices and conditions that discourage client engagement and a lack of cross-agency collaboration and communication.*
  - *The City will build a trauma-informed health and human services sector to prevent justice system contact due to trauma-related mental health and/or substance use issues, support mental and long-term physical health outcomes, and address trauma experienced by low-income and justice-involved individuals and families.*

The plan included many other recommendations centered on the criminalization of poverty in addition to those listed above. However, there has yet to be an accompanying budget or financial or legislative commitment to back up the full scope of this work.<sup>12</sup> It is imperative that the incoming mayoral administration ensure that this work be fully implemented and receive sufficient funding and support.

In addition to the majority of individuals in the Robin Hood/GSG poll who agreed that the city should divest from the NYPD and use the money to fund community programs, advocates across the city have also been calling for “budget justice,” which includes investing in social services, programs, and infrastructure in low-income communities and communities of color. Many see divestment from the NYPD budget as a potential source of funding for this work.<sup>13</sup>

Conversations with New Yorkers as part of the Police Reform and Reinvention Collaborative further reinforce the need to invest in work that decriminalizes poverty and moves away from criminal justice responses to social problems. For example, during listening sessions, feedback included:

- *Police won’t cure poverty. What can we give to the community outside of policing? How can we build the community up outside of policing? What does this community need? If they got it, do you think the crime rate would go down? I think I would start the conversation with a question, “What do they need?” or “Why is this happening?” Understanding the root before curing the branches.*
- *If a person is afforded opportunities, educational, health care, financial, nutritional, then it is more likely they are going to succeed, however you define success.*
- *Communities that are well resourced don’t have as many police, but it’s because they have resources and don’t need them.*

A plan to begin to address the intersection of racialized policing, poverty, and the criminal justice system in New York City has already been drafted and approved by the City Council. Now, it is only with a new mayor’s support, prioritization, and financial commitment to the policies proposed that long overdue comprehensive, lasting, and systemic change can occur.

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12. While some of the specific initiatives were clearly allocated funding in the FY22 budget, the financial support for others remains uncertain. Further, according to the public-facing “NYC Reform and Reinvention Collaborative Initiative Tracker,” as of July 6, 2021 many of these initiatives are in the planning phase and/or pending approval of a proposed approach. Tracker data available for download at <https://www1.nyc.gov/assets/police/reform/downloads/PUBLIC-NYPD-Reform-EO203-Tracker-7-6-21.pdf>

13. “NYC Budget Justice,” Communities United for Police Reform, July 1, 2020, [www.changethenypd.org/nycbudgetjustice](http://www.changethenypd.org/nycbudgetjustice).

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## 2. End Racial Disparities in Police Stops

Despite a substantial decrease in the use of stop-and-frisks over the past decade and an ongoing monitorship that arose out of the *Floyd v. City of New York* case, where a federal judge ruled that stop-and-frisk practices violated the constitutional rights of minorities in the city, there remain persistent racial disparities in who is targeted by discretionary police stops.<sup>14</sup> While neighborhoods with higher rates of poverty typically experience more aggressive policing, the Robin Hood Poverty Tracker found that police are nevertheless more likely to stop Black New Yorkers living in lower-poverty neighborhoods than white or Latinx New Yorkers living in higher-poverty neighborhoods.<sup>15</sup>

Robin Hood's Poverty Tracker data show that over a period of approximately four years, using data collected from 2015 to 2020, police stopped one third of all Black New Yorkers or their household members. Whereas official stops data reported by the NYPD rely on the accurate documentation and disclosure of officers, data from the Poverty Tracker capture the often-overlooked community perspective of stops and include interactions that would not necessarily be captured in police statistics. The Poverty Tracker data indicated that police were more likely to stop Black New Yorkers or members of their household (17 percent), compared to white New Yorkers (10 percent), when compared over a one-year period. Furthermore, Black New Yorkers were nearly as likely to report multiple stops within their household as white New Yorkers were to report any stop, over a four-year period.<sup>16</sup>

Additionally, despite the reforms associated with the *Floyd* case, multiple surveys of individuals living in heavily policed, high-crime neighborhoods in the city have found youth who have been stopped multiple times over very short periods.<sup>17</sup> Many New Yorkers who participated in the Police Reform and Reinvention Collaborative process reported continuing to feel the effects of stop-and-frisk and over-policing in their communities.

- *We still see stop and frisk to this day. We still see targeted policing in vehicular stops.*
- *When I walk through a deserted South Shore neighborhood at night and see an officer, I feel safe. When one of my Latinx employees does that, she's asked where she's going.*

Reducing the number of unnecessary police encounters may have measurable impacts on the physical and mental health of the New Yorkers most frequently targeted by discretionary stops. Research conducted in New York City has found police stops to be associated with trauma and anxiety.<sup>18</sup> Additionally, and further reiterating the intersection of poverty and the criminal justice system, living in a neighborhood with higher levels of police stops is associated with poor physical health outcomes and the potential to build substantial debt through the accumulation of small tickets or fines.<sup>19</sup>

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14. *Floyd, et al. v. City of New York, et al.*, 959 F. Supp. 2d 540 (S.D.N.Y. 2013)

15. M. Maury, et al. "Spotlight on Policing: Despite the End of Stop-and-Frisk, Black New Yorkers Continue to be Over-Policed," Robin Hood Foundation and the Center for Poverty and Social Policy, Columbia University Population Research Center, November 2020, <https://www.robinhood.org/poverty-tracker/Policing.pdf>.

16-. Figures presented reflect four years of data, in an update to those originally presented in *ibid*.

17. K. Turney and S. Wakefield, "Criminal Justice Contact and Inequality," *RSF: The Russell Sage Foundation Journal of the Social Sciences* 5, no. 1 (2019): 1–23.

18. A. Geller, et al., "Aggressive Policing and the Mental Health of Young Urban Men," *American Journal of Public Health* 104, no. 12 (2014): 2321–27; K. Turney and S. Wakefield, "Criminal Justice Contact and Inequality," *RSF: The Russell Sage Foundation Journal of the Social Sciences* 5, no. 1 (2019): 1–23.

19. A. Sewell and K. Jefferson, "Collateral Damage: The Health Effects of Invasive Police Encounters in New York City," *Journal of Urban Health* 93, suppl. 1 (2016): 42–67; A. Sewell, et al., "Living Under Surveillance: Gender, Psychological Distress, and Stop-Question-and Frisk Policing in New York City," *Social Science and Medicine* 159, no. 6 (2016): 1–13; K. Turney and S. Wakefield, "Criminal Justice Contact and Inequality," *RSF: The Russell Sage Foundation Journal of the Social Sciences* 5, no. 1 (2019): 1–23.

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To address over-policing, disparate stops, and subsequent trauma caused to New Yorkers, particularly New

**73% of New Yorkers and 75% of low-income New Yorkers support examining New York City’s current policy on police stops to reduce the over-policing of people of color.**

Yorkers of color, the new mayor should ensure that the NYPD reduces unnecessary police encounters. This includes reducing the practice of discretionary stop and frisk searches conducted on the basis of “reasonable suspicion,” while also monitoring and addressing racial and ethnic disparities in enforcement at the precinct level.<sup>20</sup>

City Hall can track the data and ensure this is enforced.

The incoming mayor should work with the police commissioner to ensure that the NYPD collects and publishes monthly audits of discretionary stop practices within each precinct, to determine if “reasonable suspicion” standards are being applied appropriately and whether people of color are being disproportionately targeted. External checks, such as randomized audits of body-worn camera footage and stop reports, should be established to ensure stops are accurately and consistently reported. Disparities in stop and frisk activity by race and ethnicity that are greater than 5 percent from the expected value should be investigated, and findings should be presented to a predetermined oversight entity, such as the Civilian Complaint Review Board (CCRB), and made publicly available in a format that can be consumed by a layperson.

Additionally, the new mayor should consider prohibiting the use of consent searches by law enforcement in New York City. Consent searches do not require a warrant, probable cause, or reasonable suspicion; instead, a subject voluntarily waives their Fourth Amendment rights, thereby allowing a police officer to perform the search. Data indicate that residents almost always consent to searches (96 percent in Q4 2020), and those who are subject to consent searches are disproportionately people of color (90 percent people of color in Q4 2020).<sup>22</sup> It has been suggested elsewhere that residents in over-policed communities are unlikely to feel that they actually have a choice not to consent to these searches.<sup>22</sup> Other jurisdictions, including Washington, D.C., are currently discussing whether to prohibit these searches altogether.<sup>23</sup>

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20. While the NYPD Monitor currently reviews some of this information, such as through audits completed by RAND, this information is not at the precinct level, where corrective action could occur, nor is it easily consumable by the public. See for example, Peter L. Zimroth, NYPD Monitor, Letter to the Honorable Analisa Torres, January 7, 2020, <http://nypdmonitor.org/wp-content/uploads/2020/01/monitors-corrected-tenth-report.pdf>.

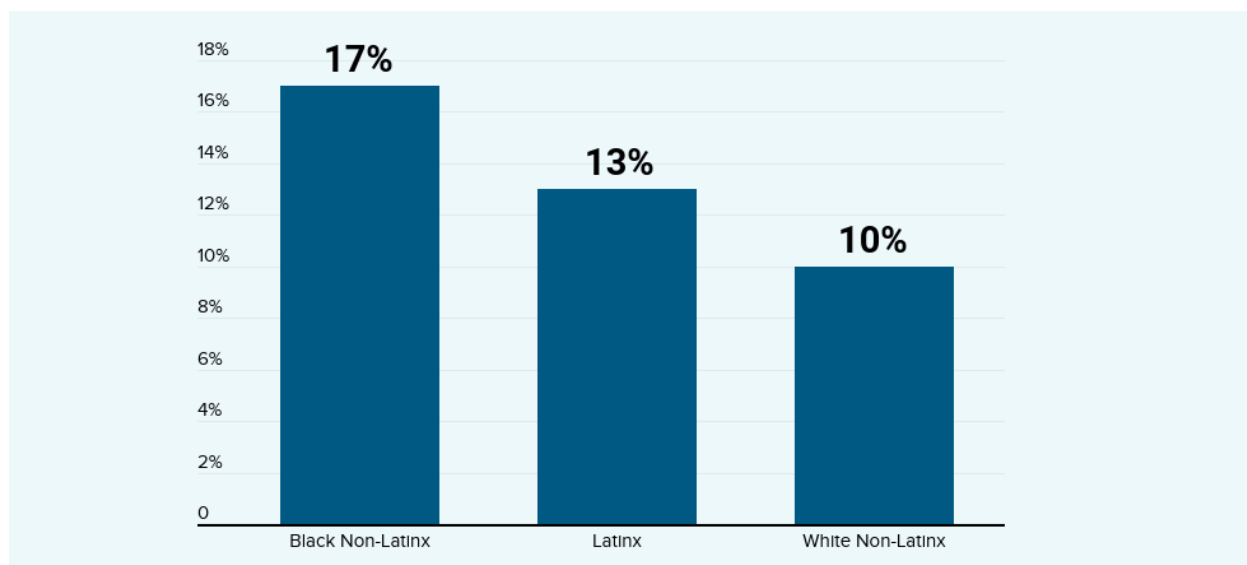
21. NYPD consent search data is available for download on the NYPD website, <https://www1.nyc.gov/site/nypd/stats/reports-analysis/consent-to-search.page>.

22. For example, research indicates that people comply with searches for social rather than informational reasons; while individuals stopped may be instructed that they have the right to refuse a search, the social context and authority of the police creates pressure to comply. See R. Sommers and V. Bohns, “The Voluntariness of Voluntary Consent: Consent Searches and the Psychology of Compliance,” *Yale Law Journal* 128, no. 7 (2019): 1962–2033, [https://www.yalelawjournal.org/pdf/SommersBohns\\_w4cmjkwe.pdf](https://www.yalelawjournal.org/pdf/SommersBohns_w4cmjkwe.pdf).

23. The recommendation included in the DC Police Reform Commission Report states: “The Council should modify Section 110 of Act 23-336 (“Limitations on Consent Searches”) by prohibiting all consent searches—warrantless searches permitted based solely on the consent of the individual whose person or property is searched—and, in criminal cases, should require the exclusion of any evidence obtained from a consent search.” See “Decentering Police to Improve Public Safety: A Report of the DC Police Reform Commission,” DC Police Reform Commission, April 1, 2021, [dcpolicereform.com/](https://dcpolicereform.com/).

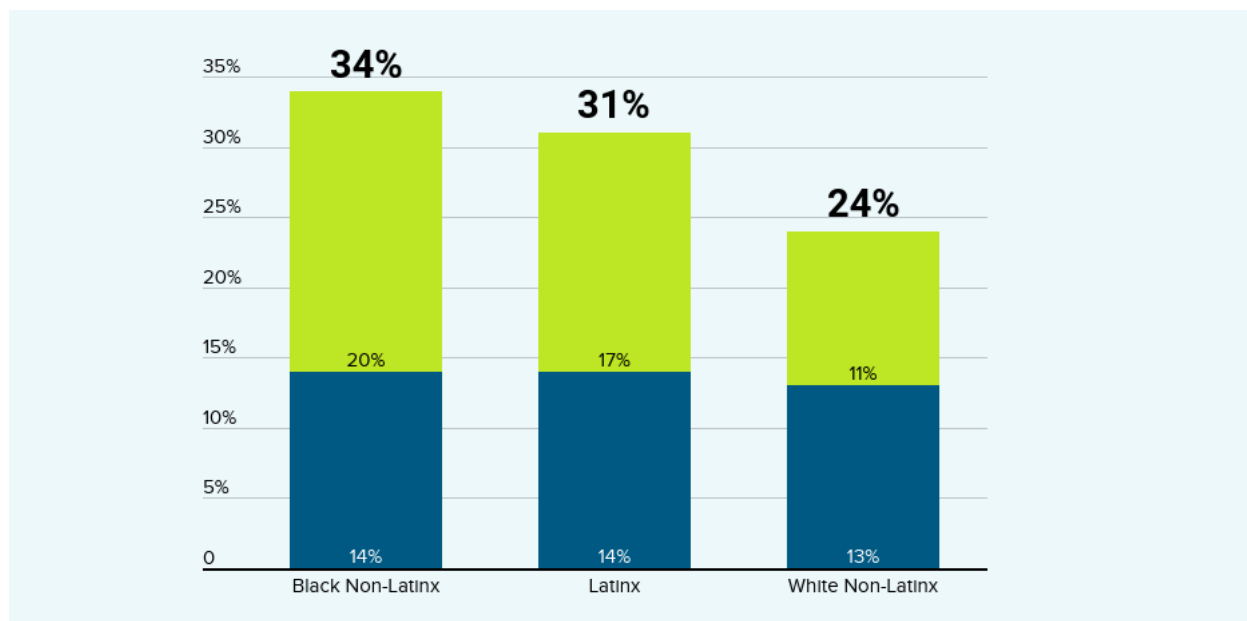


**FIGURE 1. PERCENTAGE OF HOUSEHOLDS WITH A MEMBER STOPPED BY POLICE, BY RACE, 2016–19**



Source: Robin Hood Poverty Tracker Stop Data

**FIGURE 2. PERCENTAGE OF HOUSEHOLDS WITH A MEMBER STOPPED BY POLICE, BY RACE AND FREQUENCY, 2016–19**



Source: Robin Hood Poverty Tracker Stop Data

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### 3. Remove Police from New York City Schools

The presence of police officers in public schools disproportionately affects low-income communities of color and contributes to not only the criminalization of poverty but also the school-to-prison pipeline. The city's current commitment to supposedly reduce the police budget and eliminate the NYPD from schools simply transfers supervision of the over 5,000 school safety agents from the NYPD to the city's Department of Education (DOE). This does not reflect a real divestment from the school safety division, a meaningful commitment to change the culture in schools, or a reallocation of funds to additional social resources and supports needed in many of these schools.<sup>24</sup>

In New York City, NYPD school safety agents outnumber school social workers at a rate of nearly 4:1.<sup>25</sup> According to recent testimony from Advocates for Children, “before schools closed last year due to COVID-19, the NYPD—and not clinically trained mental health professionals—had already intervened in more than 2,250 incidents involving students in emotional crisis, handcuffing some as young as 5 years old. Of the students handcuffed, 58 percent were Black” although only about a quarter of New York City students are Black.<sup>26</sup> The New York City FY22 Executive Budget supports an additional 350 social workers, including the restoration of 60 Single Shepard social workers, on top of an additional 150 in the Preliminary Budget and funding for 27 more Community Schools.<sup>27</sup> It is imperative that a new administration see that these commitments are enacted and maintained, as well as provide additional support for students' social, emotional, and mental health (as outlined in the Education section in this project).

Research has also demonstrated that the presence of police in schools not only displaces resources that might better address the social and emotional challenges experienced by many students but also can be harmful for students. For example, a recent study of youth found that being stopped at school was associated with more emotional distress during and after the stop and with more social stigma, and post-traumatic stress disorder, relative to being stopped on the street—which was also disruptive.<sup>28</sup>

To address the needs of New York City's youth, particularly in low-income and minority communities, a new administration must follow through on the commitment to remove the NYPD from public schools. Rather than simply transferring supervision of the same roles to DOE, the school safety program should be reconceptualized, with the money instead being invested in providing sufficient resources to support students' social, emotional, and behavioral needs. This may include:

To address the needs of New York City's youth, particularly in low-income and minority communities, a new administration must follow through on the commitment to remove the NYPD from public schools. Rather than

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24. The FY22 budget increases the total School Safety budget by \$19 million over FY21, though the relative increase is largely the result of FY21 overtime reductions. The budget includes funding for all 5,322 civilian and 189 uniformed full-time salaried school safety agents in the NYPD budget, the same number of total positions that were in the FY21 budget. “Report of the Finance Division on the Fiscal 2022 Preliminary Budget and the Fiscal 2021 Preliminary Mayor's Management Report for the New York Police Department,” Council of the City of New York, March 16, 2021, <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2021/03/056-NYPD.pdf>

25. D. Yuster, “Testimony to Be Delivered to the New York City Council Committee on Education,” Advocates for Children of New York, February 18, 2021, [www.advocatesforchildren.org/sites/default/files/on\\_page/NP\\_testimony\\_school\\_safety\\_bills\\_021821.pdf?pt=1](http://www.advocatesforchildren.org/sites/default/files/on_page/NP_testimony_school_safety_bills_021821.pdf?pt=1).

26. Ibid.

27. “The City of New York Executive Budget Fiscal Year 2022: Message of the Mayor,” Mayor's Office of Management and Budget, April 26, 2021, [www1.nyc.gov/assets/omb/downloads/pdf/mm4-21.pdf](http://www1.nyc.gov/assets/omb/downloads/pdf/mm4-21.pdf); “Report of the Finance Division on the Fiscal 2022 Preliminary Budget and the Fiscal 2021 Preliminary Mayor's Management Report for the Department of Education” <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2021/03/DOE-Expense-.pdf>.

28. D. Jackson et al., “Police Stops Among At-Risk Youth: Repercussions for Mental Health,” *Journal of Adolescent Health*, 65 (2019): 627.

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simply transferring supervision of the same roles to DOE, the school safety program should be reconceptualized, with the money instead being invested in providing sufficient resources to support students' social, emotional, and behavioral needs. This may include:

- Replacing the school safety agent system with a holistic, trauma-informed public health approach to school safety and crisis intervention.
- Investing in staff trained and coached in providing direct services, such as: social workers, behavior specialists, trauma-informed de-escalation staff, conflict resolution specialists, peacemakers, and school climate and restorative justice staff.

The school safety budget exceeds \$300 million annually, with funding provided to the NYPD likely through at least the next fiscal year. Other cities, such as Washington, D.C., have also explored the potential to dismantle the school policing infrastructure, with the D.C. Police Reform Commission recommending “eliminating MPD’s school safety division and replacing it with supportive and restorative staff, programs, and resources” as a course of action.<sup>29</sup> Numerous other jurisdictions around the country have also committed to similar withdrawals in the past year.<sup>30</sup>

With the ratification of Resolution 1584-2021, New York City has committed to investing at least \$30 million to “ensure every school can effectively support students’ social emotional and behavioral needs with a trauma informed approach.” The new administration must prioritize, follow through on, and fully fund these commitments to remove police from schools and engage in a supportive, trauma-informed approach in its place.

#### 4. Ensure Accountability for Racialized and Biased Policing

The NYPD’s accountability mechanisms, such as the Civilian Complaint Review Board (CCRB), have been hamstrung by the police commissioner’s boundless discretion.<sup>31</sup> Between January 2014 and May 2020, only one CCRB investigation resulted in the termination of an officer—among hundreds of total case closures—and concurrence rates between the disciplinary actions recommended by the CCRB and those imposed by the police commissioner remain low: In 2019, for cases in which the CCRB recommended “Command Discipline, Formalized Training, or Instructions,” the police commissioner concurred just 51 percent of the time; when the CCRB recommended charges and specifications and the officer was prosecuted by the Administrative Prosecution Unit, the concurrence rate was less than one third (32 percent).<sup>32</sup> Concern about these low rates, the non-binding nature of the recently implemented

**80% of New Yorkers and 81% of low-income New Yorkers support creating and maintaining a registry of police officers who have been disciplined for misconduct to be made publicly available to all New Yorkers.**

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29. “Decentering Police to Improve Public Safety: A Report of the DC Police Reform Commission,” DC Police Reform Commission, April 1, 2021, [dcpolicereform.com/](https://dcpolicereform.com/).

30. Chavez, N. “A Movement to Push Police out of Schools Is Growing Nationwide. Here Is Why.” CNN, June 28, 2020, [www.cnn.com/2020/06/28/us/police-out-of-schools-movement/index.html](https://www.cnn.com/2020/06/28/us/police-out-of-schools-movement/index.html).

31. M. Simon, et al., “What It Looks Like When the New York City Police Commissioner Has ‘Unchecked Power’ Over Officer Discipline,” ProPublica, December 11, 2020, <https://projects.propublica.org/nypd-unchecked-power/>; E. Umansky and M. Simon, “The NYPD Is Withholding Evidence From Investigations Into Police Abuse,” ProPublica, August 17, 2020, [www.propublica.org/article/the-nypd-is-withholding-evidence-from-investigations-into-police-abuse](https://www.propublica.org/article/the-nypd-is-withholding-evidence-from-investigations-into-police-abuse).

32. See “Civilian Complaint Review Board Annual Report: 2019,” Civilian Complaint Review Board, 2019, [https://www1.nyc.gov/assets/ccrb/downloads/pdf/policy\\_pdf/annual\\_bi-annual/2019CCRB\\_AnnualReport.pdf](https://www1.nyc.gov/assets/ccrb/downloads/pdf/policy_pdf/annual_bi-annual/2019CCRB_AnnualReport.pdf).

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disciplinary matrix (which provides guidelines on presumptive penalties for police misconduct), and local, national, and global calls for increased police accountability have led to new and revived calls for checks on the commissioner's final disciplinary authority.<sup>33</sup>

The reforms included in Resolution 1584-2021, as part of the Police Reform and Reinvention Collaborative Plan, include that "NYPD will make public 'deviation letters' that set out the police commissioner's specific rationale for exercising his discretion to deviate from guidelines set by the new disciplinary matrix," but the commissioner still retains the ability to deviate as he sees fit under §434 of the New York City Charter and §14-115 of the N.Y.C. Administrative Code. Additionally, the reform plan included Intro.2212 to give the CCRB authority to investigate allegations of biased policing and profiling and a commitment to proposing legislation to increase the CCRB's authority to initiate investigations on its own.

Many New Yorkers who participated in the Police Reform and Reinvention Collaborative process discussed the continued need for stronger and more transparent accountability measures.

- *We need more than just a website with details, we need to let the community know that you'll publicly make sure that wrongs are being dealt with.*
- *You continue to hear about accountability, transparency, and trust. The chief says that officers were disciplined. The public has no visibility into it, and so trust is not restored.*
- *CCRB has little to no power—the Mayor has put some power back. But even the way that CCRB membership comes about is suspect. It needs the people who have day to day encounters with the NYPD—CCRB as it stands should be changed to encompass real New Yorkers.*

To address the problems of accountability within the NYPD and ensure that when harm is caused by police, it is appropriately addressed, the new administration should proactively support a New York City Charter amendment to remove the police commissioner's final authority over discipline and undertake the following reforms:

- Giving final disciplinary authority to the CCRB for all complaints within its jurisdiction.
- Expanding the jurisdiction of the CCRB to include complaints against nonuniform members of service, including school safety agents, traffic enforcement agents, civilian employees, and volunteer auxiliary police.
- Inclusion of at least one individual from New York City with a criminal justice history on the CCRB.
- Removal of NYPD disciplinary trials—which are governed by Title 38, Chapter 15 of the Rules of the City of New York and §14-115 of the Administrative Code of the City of New York—from NYPD jurisdiction, to the Office of Administrative Trials and Hearings (OATH).
- Automatic checks on the disciplinary system such that if more than 5 percent of penalties imposed deviate from the presumptive penalty range prescribed in the NYPD disciplinary matrix, a review of the matrix is triggered.

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33. M. Simon and E. Umansky, "Calls Increase for NYPD Commissioner to Be Stripped of Absolute Authority Over Officer Discipline," ProPublica, December 22, 2020, [www.propublica.org/article/calls-increase-for-nypd-commissioner-to-be-stripped-of-absolute-authority-over-officer-discipline](http://www.propublica.org/article/calls-increase-for-nypd-commissioner-to-be-stripped-of-absolute-authority-over-officer-discipline).



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Many of these reforms have been advocated for by organizations, such as the Fortune Society, and collaboratives, such as REFORM NYPD NOW, which includes the Association to Benefit Children, BRC, Center for Employment Opportunities, Children's Aid Society, East Harlem Scholars Academy, Fortune Society, Goddard Riverside, Good Shepherd Services, Grand Street Settlement, LSA Family Health Service, New Settlement Apartments, Queens Community House, Stanley M. Isaacs Neighborhood Center, Sunnyside Community Services, and Women in Need (Win), among others.<sup>34</sup>

By enhancing accountability structures within the NYPD and for individual officers, the low-income communities and communities of color that are disproportionately subjected to over-policing and aggressive policing can be better served. Further, by enforcing swift and consistent discipline that is harm-centered and communicated to the public, trust and public safety can both improve.

## 5. Address Violence through Community-Centered Initiatives

Since 2020, New York City has seen a steep rise in gun violence after having experienced its lowest levels of violent crime in over six decades.<sup>35</sup> As of the second weekend in May 2021, there were over 500 shooting victims in New York City, reflecting a higher toll at that point than in any of the past ten years. Criminologists have speculated that this trend will not simply abate when the city fully reopens, due to the numerous theorized causes behind the violence, including the disproportionate economic strain, death toll, and job disruption of the pandemic in communities already struggling with gun violence and the challenge of disrupting the cycle of retaliation from individual shootings.<sup>36</sup>

It will be critical for the incoming mayoral administration to have a clear plan for how to address violence in the city and, based on input from impacted individuals during the Police Reform and Reinvention Collaborative, a willingness to invest in community-based programming and resources and street-level outreach rather than relying solely on increases in policing. Said differently, the current circumstances should not be seen as justification for further expansion of the NYPD budget but as a reason to make long-term investments in the most-impacted communities, to interrupt current cycles of violence, and reduce the likelihood of upswings in the future.

Community-based programming is well suited to address the current parallel issues of low trust in the police and entrenched problems of violence. For one, community-based organizations are more likely to understand the problems, culture, and nuances of particular areas and be better positioned to respond to many of the issues that occur. Targeted investment by the city can help communities build agency and support the development of local leadership and coordination by fostering relationships and community participation and building the local infrastructure.<sup>37</sup> Lastly, scholarly research has found evidence to indicate that the expansion of local nonprofit organizations had a measurable effect in reducing violence in major cities during the previous crime decline (1990s to 2010s).<sup>38</sup>

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34. "REFORM NYPD NOW," Union Settlement, <https://unionsettlement.org/reformnypdnow/>.

35. T. Closson, "The Spike in Shootings During the Pandemic May Outlast the Virus," New York Times, May 14, 2021, [www.nytimes.com/2021/05/14/nyregion/shootings-nyc-covid.html](https://www.nytimes.com/2021/05/14/nyregion/shootings-nyc-covid.html).

36. Ibid.

37. L. Sakala, et al., "Public Investment in Community-Driven Safety Initiatives: Landscape Study and Key Considerations," Urban Institute, November 2018, [https://www.urban.org/sites/default/files/publication/99262/public\\_investment\\_in\\_community-driven\\_safety\\_initiatives\\_1.pdf](https://www.urban.org/sites/default/files/publication/99262/public_investment_in_community-driven_safety_initiatives_1.pdf).

38. P. Sharkey, et al., "Community and the crime decline: The causal effect of local nonprofits on violent crime decline," American Sociological Review 82, no. 6 (2017): 1240.

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One model that New York City is already using successfully is The Crisis Management System (CMS), an evidence-based approach to reducing and interrupting gun violence and strengthening neighborhood safety that has been effectively implemented in numerous areas within the city. Within CMS is programming based on the Cure Violence model, which aims to interrupt violence using public health approaches, such as detecting and interrupting conflicts, identifying and treating those at highest risk, and changing social norms.<sup>39</sup> A 2017 assessment of Cure Violence in the South Bronx and East New York, Brooklyn reported a 37–50 percent reduction in gun injuries in two communities and a 63 percent reduction in shootings in one community.<sup>40</sup> Further, a 2015 study found an 18 percent reduction in killings across thirteen New York City Cure Violence sites, while control sites experienced a 69 percent increase during the same time period.<sup>41</sup>

To address the ongoing problem of gun violence through a community-centered approach, the new administration should fully implement and follow through on the city’s current commitments to expand CMS. This includes the current administration’s June 2020 pledge to grow the program, as well as the commitments within Resolution 1584-2021, which include:

- *The City will deepen its commitment to interrupting violence through expanded community-based interventions.*
- *The NYPD will expand the Community Solutions Program.*
- *The City will pilot the Advance Peace Model, a new approach to helping youth who are at risk for involvement with gun violence*

Within these reforms, the city stated that it would “triple the workforce from today’s figures by Summer 2022, which means the City will provide at least \$25 million in funding each year. This funding will also support increased money for the Anti-Gun Violence Youth Employment Program.”<sup>42</sup> This pledge will ultimately fall to the incoming administration to see through.

Additionally, the city must also address the chronic problem of violence by fundamentally shifting how it approaches public safety in communities. Rather than predominantly relying on police to react to issues of violence and then the carceral responses that follow, the new administration should be investing in long-term strategies that prevent engagement in crime and violence across lifetimes. For example, a continued investment and commitment to programs such as the Nurse–Family Partnership, which has over forty years of evaluations indicating significant, lasting benefits for children, including an 80 percent lower rate of being convicted of a crime for program participants, compared to individuals who did not receive the intervention, as well as lower behavioral problems and substance use and higher academic achievement, reflect the promise of cost-effective, preventive approaches.<sup>43</sup>

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39. “Violence: A Health Issue,” NYC Health, [www1.nyc.gov/site/doh/health/neighborhood-health/anti-violence.page](http://www1.nyc.gov/site/doh/health/neighborhood-health/anti-violence.page).

40. S. Delgado et al., “The Effects of Cure Violence Programs in the South Bronx and East New York, Brooklyn,” John Jay Research and Evaluation Center, John Jay College of Criminal Justice, October 10, 2017, [johnjayrec.nyc/2017/10/02/cvinsobronxeastny/](http://johnjayrec.nyc/2017/10/02/cvinsobronxeastny/).

41. J. Butts et al., “Effectiveness of the Cure Model in New York City,” John Jay Research and Evaluation Center, John Jay College of Criminal Justice, January 16, 2015, [johnjayrec.nyc/2015/01/16/researchbrief201501/](http://johnjayrec.nyc/2015/01/16/researchbrief201501/).

42. “Resolution 1584-2021: Adopting a plan pursuant to State Executive Order Number 203,” New York City Council, March 25, 2021, <https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=4890502&GUID=2CB9D744-6371-434F-8331-4A923FF529AB&Options=ID|Text|&Search=police>.

43. “Nurse–Family Partnership Literature Review,” NYC Health, [www1.nyc.gov/assets/doh/downloads/pdf/ms/nfp-literature-review.pdf](http://www1.nyc.gov/assets/doh/downloads/pdf/ms/nfp-literature-review.pdf).


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Together, programs that respond to and interrupt patterns of violence, such as Cure Violence and school-based restorative justice programming, and preventive interventions that invest in long term outcomes can increase safety and reduce violence in the near and long term through community-centered approaches and a reduction in traditional police responses and the carceral system.

**Acknowledgments:**

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## Appendix: Policing Initiatives Outlined in New York City Council Resolution 1584-2021

<div>  <div> <b>Police Reform and Reinvention Collaborative</b> </div> <div> <b>INITIATIVE TRACKER</b> </div> </div>			
ID	Initiative [PUBLIC]	Status [PUBLIC]	Progress to Date [PUBLIC]
<b>Transparency and Accountability</b>			
*	<b>NYPD will ensure that at-risk officers are identified and that swift, appropriate interventions occur.</b>		
1	Build upon the Early Intervention Program and commit to a continuous review to identify at-risk officers.	Complete	NYPD's Early Intervention Committee has been established and convenes monthly to assess officers and implement remedial action for those who have hit enumerated performance thresholds.
2	Design new interventions, including amplified re-training and senior leader mentorship programs, to reduce risk to the public, the officer, and the Department.	In progress	Additional thresholds are being added and the system further developed. Incremental enhancements will be added throughout the year. Further development of internal databases and more sophisticated and robust analytics will be rolled out in fiscal year 2022.
3	Publish annual reports on the Early Intervention Program and accompanying data on the Department's website.	Complete	Posted on NYPD website: <a href="https://www1.nyc.gov/site/nypd/stats/reports-analysis/early-intervention-program-reports.page">https://www1.nyc.gov/site/nypd/stats/reports-analysis/early-intervention-program-reports.page</a>
4	<b>Hold police officers accountable for misconduct through internal NYPD disciplinary decisions that are transparent, consistent, and fair.</b>	In progress	This is an ongoing effort and also captured in initiatives #5, #6, #7, and #8 below.
*	<b>Monitor implementation of the Discipline Matrix and enhance transparency regarding its use.</b>		
5	The City commits to a more frequent, semi-annual review in the first year. Any changes that result from the review would require a 30-day public comment period, and all reviews will be made public.	In progress	NYPD and CCRB are evaluating the Discipline Matrix as they use it. Semi-annual review process will begin in July 2021 and a revised version will be posted for public comment by Fall 2021.
6	The NYPD will provide a minimum 30-day public comment period for future changes to the Discipline Matrix. The revised Matrix will be posted by the NYPD on or before the date at which it takes effect.	In progress	NYPD and CCRB are evaluating the Discipline Matrix. Any revisions will be posted for 30-day public comment.
7	Hold police officers accountable for "failure to take police action." An oversight entity will review these cases to better understand the types of misconduct which fall under this category and its consequences, followed by a determination regarding the appropriateness of this penalty range.	In progress	The Commission to Combat Police Corruption has begun to review relevant disciplinary cases and expects to make any recommendations for edits to the Discipline Matrix during the upcoming Matrix review process.
8	NYPD will make public "deviation letters" that set out the Police Commissioner's specific rationale for exercising his discretion to deviate from guidelines set by the new disciplinary matrix.	In progress	This is an ongoing effort. The first deviation letter was posted on NYPD Website on June 16th, 2021.
*	<b>The David Dinkins Plan: Expand and Strengthen CCRB.</b>		
9	Facilitate timely and necessary access to Body Worn Camera footage and officers' disciplinary histories for CCRB cases.	In progress	CCRB-NYPD MOUs in place to accomplish these objectives. "Clean Room" for Body Worn Camera access will go live as soon as permitted by COVID restrictions.
10	Give CCRB authority to investigate instances of biased-based policing.	Complete	Int 2212-2021, clarifying CCRB's authority to investigate instances of bias-based policing became law in April 2021. Investigations will begin in early 2022.
11	Allow CCRB to initiate investigations on its own.	In progress	Legislation is drafted and the City will work with legislative partners in the City Council to introduce and pass it in 2021.
12	Establish the Patrol Guide Review Committee.	In development	The CCRB will Chair the Patrol Guide Review Committee. Review is expected to begin in 2021.
13	<b>Consolidate and strengthen NYPD oversight by expanding CCRB's authority to incorporate the powers of NYC's Department of Investigation Office of the Inspector General for the NYPD and the Commission to Combat Police Corruption.</b>	In progress	The City is exploring options for an initial phase of consolidating and strengthening police oversight. Implementation is expected to begin Fall 2021.
14	<b>Support a State law change that would broaden access to sealed records for specified entities, including CCRB, charged with investigating police misconduct, especially biased-policing investigations.</b>	In progress	The City is working with State legislative partners to advance this legislation. Assembly Bill No. 8062 has been introduced.
15	<b>CCRB occupies a critical role in the accountability system, which should be evaluated for potential further expansion to additional NYPD employees.</b>	In progress	The City has begun an evaluation to be completed in 2021.
16	<b>Support a State Law change to increase the 30-day cap in unpaid suspensions for certain egregious cases of misconduct by police officers.</b>	In progress	The City is working with State legislative partners to advance this legislation.



17	Support a State law change to create a pension reduction or forfeiture remedy for the most egregious misconduct cases.	In progress	The City is working with State legislative partners to advance this legislation.
*	Ensure the Special Victims Division is a model for national best practice.		
18	The Division's policies and procedures for investigating sexual assault cases will be independently reviewed to ensure alignment with best practices, particularly focusing on victim-centered and trauma-informed techniques.	In progress	A contract for this assessment has been signed. The vendor is currently conducting interviews and focus groups. This is expected to be complete by Fall 2021.
19	NYPD will provide annual "trauma-informed interviewing" training for all detectives under the Special Victims Division to ensure respectful and professional communication with victims of trauma and abuse.	In progress	NYPD is developing a scope of work to provide refresher training annually in preparation for procurement.
20	The Administration is committed to siting new locations for Brooklyn and Queens SVD facilities while continuing to ensure our existing facilities meet the needs of those we serve.	In progress	Working closely with DCAS, NYPD is reviewing possible lease locations for relocation. The NYPD has identified 45 Nevins as the preferred location, and DCAS and the City's tenant representatives are working to acquire the property via a long-term lease.
21	End Qualified Immunity at the local level for police officers.	Complete	Int 2220-2021, creating a local right of action for excessive force and search and seizure for which qualified immunity is not a defense, is now in effect as Local Law 48 of 2021.
22	Create a Citywide policy to strengthen transparency and accountability in the use of biometric technology.	In progress	A policy is being drafted and will be available for public comment by Summer 2021. It is expected to be finalized by September 2021.
*	The City will implement public and comprehensive reporting on key police reform metrics		
23	Launch a website providing information about members' discipline history, including charges, penalties, and trial decisions.	Complete	Posted on NYPD website here: <a href="https://nypdonline.org/link/1026">https://nypdonline.org/link/1026</a>
24	Issue annual reports on the implementation of the discipline matrix.	In progress	The Department is compiling the data. The report that includes information about the implementation of the discipline matrix will be released in 2022.
25	NYPD policy changes that are identified as having a potential public impact and that aren't otherwise statutorily mandated will be subjected to public comment.	In progress	This is an ongoing effort. Any future policy changes with a potential public impact will be posed for public comment.
*	NYPD must improve transparency about personal data that is collected and how it is used, which is critical to earning and maintaining the trust of the community.		
26	The City will ensure the POST Act is working to achieve its stated objectives, including complete and thorough mandatory oversight audits of systems including but not limited to the NYPD criminal group database.	In progress	This is an ongoing effort. Existing technology impact and use policies were posted for public comment on January 2021 and final impact and use policies were published in April 2021 - here: <a href="https://www1.nyc.gov/site/nypd/about/about-nypd/public-comment.page">https://www1.nyc.gov/site/nypd/about/about-nypd/public-comment.page</a>
27	Equip NYC Sheriff's Deputies with Body-Worn Cameras.	In progress	Project launched in April 2021. Funding approved in Executive Budget in April 2021. Estimated completion is in December 2021.
28	Provide more insight into the NYPD's budget during the FY 2022 Executive Budget by including a more particularized breakdown of the agency's spending.	In progress	The City is working with the Council to establish additional units of appropriation.
Community Representation and Partnership			
29	Work with communities to implement NYC Joint Force to End Gun Violence.	In progress	Incident reviews launched in June, and the program will continue to focus on incidents in Brooklyn precincts. The program will be expanded city-wide by Dec. 2021.
30	Expand community-based interventions - double the size of the Cure Violence workforce (triple by summer 2022).	In progress	Mayor recently committed to triple the overall size of the CMS workforce by Summer 2022, and to expand CMS into the 105th precinct. Current CMS contracts are being extended, and providers will be able to expand services by Summer 2021.
31	Expand the Community Solutions Program.	In progress	Currently, 52 precincts have been implemented.
32	Pilot the Advance Peace Model, a new approach to helping youth who are at risk for involvement with gun violence.	In progress	MOCJ has identified the main vendor as well as the sub-vendors for each borough. Contract negotiations are in progress.
33	Assess and ameliorate the impacts of militarization.	In progress	NYPD is assessing and reviewing current policies. This is estimated to be complete by June 2021.
*	Consistently solicit real-time feedback from members of the community and implement programs that enhance precinct-based customer experiences.		
34	Launch a series of tools to collect public feedback.	In progress	Customer service surveys have been launched in the precincts. Additional tools to collect public feedback are expected to be launched in Summer 2021.
35	Routinely, actively, and systematically survey members of the community.	In progress	This is currently being done and will be an ongoing effort.
*	Elevate the feedback of the community through CompStat and Enhanced Neighborhood Policing.		

36	Expand customer service pilot to all Public Service Areas and transit Districts.	Complete	Customer service feedback surveys were expanded to all precincts, housing and transit districts in March 2021.
37	Require commanding officers to report customer-service and neighborhood-focused metrics through CompStat and the Neighborhood Strategy Meeting.	In progress	This is currently being done and will be an ongoing effort.
38	Engage community representatives in reviewing the customer survey and other neighborhood data to inform new metrics agency-wide.	In progress	This is being done at the Precinct Commander's Advisory Council meetings and will be an ongoing effort.
<b>* Invest in enhancing productive partnerships with community members and organizations and increasing officers' cultural competence.</b>			
39	Develop strategies to encourage members of service with satisfactory performance evaluation histories to remain in their commands.	In progress	NYPD has begun the process of developing these strategies.
40	Facilitate the immersion of new officers in the neighborhoods they serve through undergoing an intensive course, including field training, to better understand the neighborhood.	In progress	Cultural immersion curriculum and templates are currently being developed. This is estimated to be complete by September 2021.
41	Require executive staff to provide transition plans when leaving a command.	In progress	The transition plan template is anticipated to be developed by August 2021.
42	<b>Incorporate direct community participation through Precinct Councils in the selection of Precinct Commanders.</b>	Complete	NYPD has developed a process to pilot for 90 days beginning in April 2021. To date, 8 Precincts have completed the Commander's Selection process.
<b>* Ensure that the composition of NYPD's workforce is reflective of the community it serves at all levels of the organization.</b>			
43	Engage community-based organizations in partnership with City Council to implement a paid recruitment campaign and strategies to increase the diversity of the NYPD applicant pool, including a specific focus on outreach to African American candidates.	In progress	The City is exploring options for partnering with community-based organizations in paid recruitment campaigns.
44	Facilitate hiring and application workshops in communities most affected by the criminal justice system.	In progress	The city has committed to waiving the Police Officer exam filing fee for all future exams. NYPD is currently holding workshops for the PO exam in various communities affected by the criminal justice system.
45	Establish partnerships with groups most affected by the criminal justice system to broaden the recruitment candidate pool.	In progress	NYPD is partnering with community groups to spread the word about the PO exam. Examples include various clergy leaders through NYC, Urban Upbound, Daughters4Justice, etc. This is an ongoing effort.
46	Implement mentoring, leadership, and professional development programs to support officers from underrepresented populations early in their careers.	In progress	Leadership and professional development programs are continuously being offered by NYPD's Office of Professional Development. NYPD is working with ISLG on developing a mentorship curriculum.
47	<b>Expand the People's Police Academy to five precincts.</b>	Complete	NYPD has hosted (3) 90 minute roundtable sessions. Training for the five precincts were completed as of June 2021.
48	<b>Launch the Neighborhood Policing App and expand training to steady sector officers.</b>	In progress	App is currently being developed for expansion in Fall 2021.
49	<b>Expand the Precinct Commander's Advisory Councils.</b>	Complete	Advisory Council was expanded to 28 commands.
50	<b>Expand Pop Up with a Cop.</b>	Complete	Pop-Up Events were expanded to 28 commands.
51	<b>Support and expand the Citizen's Police Academy by doubling participation in the next year.</b>	In progress	The next Citizen's Police Academy class is expected to begin in September 2021.
52	<b>Expand the Youth Leadership Councils to 18 precincts and 9 PSAs, bringing the total to 85.</b>	Complete	There are currently 76 precincts with YLCs and 9 PSA YLCs, which totals to 85.
53	<b>Expand the Law Enforcement Explorers Program from 2,200 to 3,000 Explorers with enhanced programming.</b>	In progress	NYPD has currently recruited over 1500 explorers to expand the programming for Summer 2021.
<b>* Transform public space to improve community safety.</b>			
54	Gather community input for the NYPD Community Center in East New York.	In progress	New vendors started to create a group of service offerings starting July 1. The work has commenced in April 2021 and is expected to be completed by October 2021.
55	Rehabilitate NYCHA basketball courts.	In progress	Six NYCHA courts were completed as of June 2021. All other courts will be completed by July, except for one in August and one in October.
56	Rehabilitate the basketball courts and soccer pitch at Colonel Charles Young Park in Harlem (Summer 2021).	In progress	There is one court left to be completed; should be ready by Summer 2021.
57	Expand Saturday Night Lights to 100 gyms.	In progress	NYPD is working with DYCD and the Manhattan DA's office and has selected 100 sites. The expanded program is expected to begin July 2021.
58	<b>Respect the right to protest and improve policing of this essential civic activity.</b>	In progress	See link to Mass Demonstration Response Tracker: <a href="https://www1.nyc.gov/assets/nypd/downloads/pdf/public_information/mass-demonstration-recommendations-status-as-of-03172021.pdf">https://www1.nyc.gov/assets/nypd/downloads/pdf/public_information/mass-demonstration-recommendations-status-as-of-03172021.pdf</a>
59	<b>Work with the Mayor's Office for People with Disabilities to expand the reach and scope of services provided by the NYPD Disability Services Facilitator.</b>	In progress	NYPD hired 3 out of the 8 Community Ambassadors. NYPD is working with the Law Department in reviewing the latest update to the AccessibleNYPD report.
<b>* Improve relationships with NYC's immigrant communities through increasing language access.</b>			
60	Support those seeking NYPD services regardless of their immigration status.	In progress	The department continues to implement ways to support those seeking NYPD services, such as through the newly-created Hate Crimes Civilian Panel.
61	Continue to better the relationship between NYPD and the Muslim Communities.	In progress	This is an ongoing effort with many initiatives underway. The department met with various Muslim community advocates in April 2021 and is continuing to develop processes to engage with Muslim communities.
62	<b>Codify and strengthen the Mayor's Office to Prevent Gun Violence.</b>	In progress	The City is working with legislative partners to codify the Mayor's Office to Prevent Gun Violence.
<b>Recognition and Continual Examination of the Historical and Modern-Day Racialized Policing in New York City</b>			

* <b>The City will create a dedicated process to acknowledge, address, and repair past and present injustices and trauma caused by the practice of racialized policing.</b>			
63	Devise and execute an authentic, participatory acknowledgment and reconciliation process at the city and precinct levels.	In progress	MOCJ is working with City partners and consultants to design an engagement process. The process is expected begin by Fall 2021.
64	Produce a comprehensive report documenting the past and present history of racialized policing in New York City.	In progress	MOCJ is working with City partners and consultants to design an engagement process. The process is expected begin by Fall 2021.
65	Acknowledge and investigate past harms brought to light during the reconciliation process.	In progress	MOCJ is working with City partners and consultants to design an engagement process. The process is expected begin by Fall 2021.
66	Work with relevant stakeholders to explore, develop, and champion a reparative justice policy.	In progress	MOCJ is working with City partners and consultants to design a reparative justice mechanism for addressing ongoing harm. That mechanism will be one of the final deliverables of the acknowledgement and reconciliation process.
67	Develop and implement educational materials based on the findings of the reconciliation and restorative justice process.	In progress	The timeline for this recommendation is based on the findings of the reconciliation process.
68	Develop and implement training materials to educate new recruit classes of officers on the history, effect, and legacy of racialized policing in New York City based on the findings of the reconciliation and restorative justice process.	In progress	New training materials are now included in the recruit training, and NYPD will continue to develop more training in conjunction with the reconciliation process.
* <b>Participate in a comprehensive, independent review to identify and assess persistent structures of racism within the Department.</b>			
69	Contract an independent entity to conduct a top to bottom review of: public-facing NYPD policies, and internal NYPD systems to identify areas in which structural racism affects the Department and its employees.	In progress	Contract should be in place by Summer 2021. MOCJ will lead on review process.
70	<b>The City will require reporting on traffic stops.</b>	In progress	NYPD began preliminary discussions on how data will be collected for annual reporting. First report due to NYC Council April 2022.
* <b>Require supervisors to proactively monitor discretionary officer activity for indications of biased-based policing and take corrective measures immediately.</b>			
71	The NYPD Disciplinary Matrix will be updated to clarify that failure to report biased-motivated or prejudiced policing are subject to applicable progressive discipline.	In progress	NYPD is currently reviewing and plans to incorporate changes in the next round of updates to the matrix in Summer 2021.
* <b>Augment racial bias training for NYPD leadership.</b>			
72	Explore providing additional racial bias trainings for all executives in the rank of Captain and above.	In progress	Funding has been approved and NYPD is reviewing options to conduct this training.
73	<b>Eliminate the use of unnecessary force by changing culture through policy, training, accountability, and transparency.</b>	In progress	This is an ongoing effort and also captured in initiatives #1, #5-8, #23-25, and #75 below.
* <b>Educate NYPD leadership and NCOs on restorative justice processes, and design processes to repair relationships with communities.</b>			
74	Partner with a community based organization to work with all NCOs, especially those in the most impacted communities, to institutionalize restorative justice and reconciliation practices.	In progress	Some practices are already incorporated in MOCJ's current contracts, with a policy to expand and consolidate current work under development.
75	<b>Train all officers on Active Bystandership in Law Enforcement (ABLE).</b>	In progress	Training began in March 2021. 100 out of 125 trainers have been trained and more than 8,000 UMOS have been trained. The goal is to train all UMOS by end of Q1 2022.
76	<b>Enhance positive reinforcement, formally and informally, to change culture ("Shout Out a Co-Worker").</b>	Complete	NYPD launched program on 4/12/2021.
77	<b>Consistently assess and improve practices and policies through accreditation (CALEA).</b>	In progress	This review process has started. Credentialing for Use of Force Guidelines is almost complete. The entire accreditation process is estimated to be complete in January 2024.
<b>The Decriminalization of Poverty</b>			
* <b>Systematically examine and end policies that lead to over-policing lower-income and people of color communities, perpetuating the cycle of impoverishment and incarceration.</b>			
78	Assess current summons practices to determine if and how they are disproportionately affecting low-income and/or minority communities and make all data used in this analysis public.	In progress	MOCJ has a racial disparities research team identifying multiple partners and developing study design.
79	Assess disparities in the use and impact of different enforcement tools such as warnings, summonses, arrests, and desk appearance tickets, among others, for comparable offenses. This assessment will also include review of the practices of the District Attorneys' Offices.	In progress	MOCJ has a racial disparities research team identifying multiple partners and developing study design.
80	Systematically examine policies that affect low-income New Yorkers' access to public transportation, and may result in contacts with the criminal justice system.	In progress	MOCJ has a racial disparities research team identifying multiple partners and developing study design.



81	The City has abolished all fees and mandatory surcharges associated with supervision and diversion programs, and will work with Council to pass legislation that ensures that no such fees are charged.	In progress	MOCJ is conducting a City-wide audit to confirm that no current criminal justice related contracts charge participant fees. MOCJ is working with legislative partners to draft a potential local legislation prohibiting participant fees in connection with criminal justice related contracts.
82	The City supports legislation to amend the administrative code of the City of New York, in relation to prohibiting housing discrimination on the basis of arrest or criminal record.	In progress	The City Council has introduced legislation (Intro 2047-2020) which would prohibit housing discrimination against those with criminal or arrest records. The City is working with legislative partners to support this local legislation.
83	The City supports the reimagining of State parole supervision via the passage of the Less is More: Community Supervision Revocation Reform Act.	In progress	The City is working with legislative partners to support this State legislation.
84	Analyze the collateral consequences of drug-related arrests or convictions, including City agency policies regarding findings of drug use or to discovery of drug convictions or arrests.	In progress	MOCJ has a racial disparities research team identifying multiple partners and working to develop study design.
85	<b>The City will expand SYEP by adding 5,000 new spots this summer for CUNY Students.</b>	In progress	CUNY is currently working on developing jobs and enrolling students for SYEP this summer.
*	<b>Prioritize principles of budget justice and provide key services to support low-income individuals, families, and communities, and reduce the likelihood of justice involvement.</b>		
86	Create an Ending Poverty to Prison Pipeline initiative to connect low-income and justice-involved clients and their families with streamlined services.	In progress	NYC Opportunity is taking the lead on initiative and planning is underway. Estimated start date is July 2021, pending approval of proposed approach.
87	Issue an Executive Order requiring City agencies to establish service plans to ensure access to health and human services for individuals and families affected by the criminal justice system.	In progress	NYC Opportunity is taking the lead on initiative and has started to gather input from stakeholders
88	Explore structural opportunities to ensure that health and human services are provided in a supportive, and client centric manner.	In progress	NYC Opportunity is taking the lead on initiative and planning is underway. Estimated start date is July 2021, pending approval of proposed approach.
89	Ensure that health and human services Requests for Proposals include score components.	In progress	NYC Opportunity is taking the lead on initiative and planning is underway. Estimated start date is July 2021, pending approval of proposed approach.
90	Standardize service entry-points to develop a “no wrong door” approach.	In progress	NYC Opportunity is taking the lead on initiative and planning is underway. Estimated start date is July 2021, pending approval of proposed approach.
91	Build a trauma-informed health and human services sector to prevent justice system contact.	In progress	NYC Opportunity is taking the lead on initiative and planning is underway. Estimated start date is July 2021, pending approval of proposed approach.
92	Commit \$15 million to allow the Council to fund programs to fund critical anti-violence, social safety net, and hate violence prevention programming.	In progress	The Administration is working with legislative partners to include in the ongoing budget process
93	Restore funding for vital agencies that are critical to the social and emotional well-being of New Yorkers, including the Department of Parks and Recreation and the Department of Youth and Community Development.	In progress	The Administration is working with legislative partners to include in the ongoing budget process
*	<b>Prioritize the health and wellbeing of youth while minimizing potential exposure to trauma in City schools through the investment in human resources and trauma-informed practices, moving school safety agents from NYPD to the Department of Education and retraining them, and revising policies that govern school safety.</b>		
94	Invest at least \$30 million to ensure that every school can effectively support students’ social emotional and behavioral needs with a trauma-informed approach.	Complete	The Mayor and First Lady along with Schools Chancellor Porter, and Speaker Johnson announced historic expansion of mental health supports for all schools on April 27, 2021. This includes \$91M to ensure every school has mental health supports through either a DOE social worker or mental health clinic, as well as \$12M to expand Restorative Justice programs to all Middle and High Schools.
95	Redesign the role of school safety agents and prioritize the specific needs of the school community.	In progress	The transition process is underway and on track to be complete by the end of fiscal year 2022.
96	Critically review all policies related to school safety officers’ use of physical interventions on students.	In progress	The transition process, includes a review of intervention policies, is underway and on track to be complete by the end of fiscal year 2022.
*	<b>Develop a health-centered response to mental health crises.</b>		
97	Implement B- HEARD.	In progress	Training is underway and services will begin soon. In April, the City announced that the program would be expanded citywide.
98	Launch of a new intensive case management program, in underserved communities, called CONNEC2T to provide both mobile and site-based care based on intensive, ongoing engagement.	In progress	Program design and planning are underway. Implementation will begin in FY 2022.
99	Double the investment for the expansion of Intensive Mobile Treatment (IMT) Teams for FY 2022.	In progress	Program design and planning are underway. Implementation will begin in FY 2022.
*	<b>The City supports adopting important new public health approaches to reducing overdoses.</b>		
100	Renew the call for New York State to allow the Overdose Prevention Center pilot.	In progress	The City is engaging with local, state, and federal partners to advance this initiative.
*	<b>Pursue new approaches to safety, outreach, and regulation through civilian agencies.</b>		
101	Transition homeless outreach from NYPD to DHS.	Complete	Transition completed in 2020.
102	Transition street vending from NYPD to DCWP.	In progress	DCWP is receiving all street vending complaints through 311, electeds, and other community groups. Transition is estimated to be complete in September 2021.

103	Transition press credentialing from NYPD to MOME.	In progress	MOME will establish a press credential office and promulgate rules required by Local Law 46 of 2021. We anticipate publishing a proposed rule for public comment by 1st quarter of FY2022. Press credentialing will be transferred completely from NYPD to MOME by the deadline of 1/20/2022.
<b>* Establish a crash investigation and analysis unit within the Department of Transportation.</b>			
104	Int. No. 2224 (sponsored by Council Members Ydanis Rodriguez and Speaker Corey Johnson) centers DOT as the agency responsible for ensuring street safety in New York City by expanding their role in serious traffic crashes.	Complete	This legislation has been passed.
<b>* Consolidate the coordination of all crime victim service programs into one agency to better support crime victims.</b>			
105	Transition management of the Crime Victims Assistance Program from the NYPD to the Office of Crime Victims Services at the Mayor's Office of Criminal Justice.	In progress	Coordinated with ACCOs to assign contract and draft notice to vendor. MOCJ is currently staffing the new office.
<b>* Improve support for victims of domestic, gender-based and family violence through access to critical resources and customized training for officers.</b>			
106	Invest in community-based resources and supports for addressing family violence.	In progress	ENDGBV is leading on this initiative and planning is underway.
107	"Review services for survivors with a view to decoupling them from the criminal justice system: Analyze barriers to survivors in accessing services and develop recommended strategies for reducing these barriers."	In progress	ENDGBV is leading on this initiative. ENDGBV/ISLG are in negotiations with subcontractors and consultants needed to complete this initiative. Estimated completion is January 21, 2022.
108	Mandate training for officers to provide advanced skills to support survivors of and communities affected by domestic- and gender-based violence.	In progress	ENDGBV and NYPD convening regular meetings to discuss strategies and best practices to ensure trainings are reflective of survivors' needs and experiences, and also speak to the processes of the Department. NYPD is reviewing current trainings to find areas where there may be gaps, or existing content to leverage and expand.
<b>* Develop more responsive and consistent approaches to helping survivors of domestic, family and gender-based violence.</b>			
109	Work with ENDGBV to create a formalized structure to receive community feedback, enhance transparency and support accountability to survivors and their communities.	In progress	ENDGBV and NYPD are holding regular meetings to discuss the best ways to engage with survivors in the coming months. Decisions are being made around types of meetings to be held, number of attendees, and who will be present to ensure survivors feel heard and secure.
110	Work with partners to examine interactions with survivors and change the protocols for reporting to minimize the number of times that a survivor has to tell their story throughout the course of an investigation.	In progress	ENDGBV is leading on this initiative. ENDGBV/ISLG are in negotiations with subcontractors and consultants needed to complete this initiative. This work will begin in November 2021 and end in June 2022.
111	The Department will develop these training modules in collaboration with the ENDGBV Training Team and community partners, including survivors, who have engaged with NYPD and domestic and gender-based violence service providers and advocates. ENDGBV and the NYPD Counseling Unit will collaborate to provide training and capacity building to the NYPD staff to support both survivors of domestic and gender-based violence, and people who have caused harm in their intimate partner relationships.	In progress	NYPD and ENDGBV are leading on this and in negotiations with subcontractors and consultants needed to develop trainings. The target completion date is 12/31/2021.
<b>* The City will develop new policies and approaches to combatting sex trafficking which focus on the traffickers and do not entangle victims or those selling sex in the criminal justice system.</b>			
112	Support changes in State Law that would expand the number of crimes that will cause a victim of sex or labor trafficking to have their conviction vacated.	In progress	The City is working with legislative partners to support changes in State Law. As of 6/24 A459/S674 has been passed by both houses.
113	Launch Task Force on Health and Safety Needs of Sex Workers to develop recommendations to expand supportive community-based services for sex workers.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
114	Task Force on Health and Safety Needs will issue recommendations.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
115	The Task Force will explore and refine proposals related to sex work programs and services, especially sex worker led health, employment, and safety programs.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
116	The Task Force will identify and support new partnerships outside of law enforcement that focus on labor exploitation and trafficking as well as supporting affected communities.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
117	The Task Force will create strategies to address racialized policing of sex work.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting scheduled for 6/8/2021.
118	The Task Force will review what efforts are being made to identify where labor exploitation may be contributing to or co-occurring in trafficking cases and will establish procedures including referrals to labor rights and immigration services.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.

119	The Task Force will evaluate ongoing reforms to the Vice Enforcement Division, which has shifted focus from policing sex work to policing trafficking and create proposals to address allegations of past misconduct and abuse, coercion and exploitation of sex workers.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
120	Develop new strategies to combat trafficking while working to eliminate arrests for selling sex.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
121	Review policies and procedures for identifying and investigating human trafficking to develop alternative methods that focus on arresting traffickers without further criminalizing and harming those directly involved in the sex trade.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
122	NYPD, ENDGBV, the Unity Project, and other experts will support officer training on identifying people who are being trafficked or exploited as well as improving engagement with members of the sex work community.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
123	The NYPD will work with ENDGBV to create a formalized structure to receive community feedback, enhance transparency and support accountability to survivors and their communities.	In progress	Led by ENDGBV and Unity Project as co-chairs. ENDGBV/Unity/ISLG are in negotiations with consultants needed to lead the Task Force. Launch meeting held 6/8/2021.
<b>* The City will enhance community-based approaches to combatting bias and hate crimes.</b>			
124	Report data on "Crimes with Bias Elements" that do not otherwise constitute Hate Crimes.	In progress	NYPD has begun internal discussions on the documentation of "Crimes with Bias Elements."
<b>* Create a pilot program to assist families with children at risk of homelessness earlier in the housing instability spectrum before their housing situation reaches a crisis point.</b>			
125	Fund \$1.28 million for the Department of Social Services Homebase budget for a two-year pilot to expand prevention services.	In progress	Proposed model has been outlined, three service areas and Homebase partners have been selected and DOE and ACS have been invited to inter-agency program coordination team. ACS and HRA providers were cross-trained in June.
<b>A Diverse, Resilient, and Supported NYPD</b>			
126	Make residence in NYC a more significant factor in hiring police officers.	Complete	This has been implemented.
127	<b>Examine barriers to recruitment.</b>		
128	Recruit officers who reflect the communities they serve by examining the impact of the qualification process on the diversity of recruits (including minor criminal convictions or violations and the college credit requirement).	In progress	Candidate assessment data has been analyzed and is being reviewed to examine the qualification process. Assessment should be complete by Summer 2021.
<b>* Reform the discretionary promotions process to center on transparency and fairness.</b>			
129	Issue an executive order to ensure that a diverse candidate pool is considered for top NYPD promotions.	Complete	Mayor signed executive order to expand diversity in the NYPD hiring process on 3/31/2021. NYPD will be required to interview at least one diverse candidate for each available position.
130	Commit to overhauling the discretionary promotion system, in accordance with best practices across law enforcement and in partnership with experts.	In progress	NYPD has launched a redesigned process for executive promotions as of May 2021; the NYPD is working on redesigning the process for all other ranks.
131	Systematically incorporate accountability into the decision-making process before a member of service is entrusted with additional responsibility.	In progress	NYPD has launched a redesigned process for executive promotions as of May 2021; the NYPD is working on redesigning the process for all other ranks.
132	Implement systemic checks within the discretionary and civil service promotion processes to identify disparities.	In progress	NYPD has launched a redesigned process for executive promotions as of May 2021; the NYPD is working on redesigning the process for all other ranks.
133	Build a culture that encourages use of coping tools through the Critical Incident Stress Management Program.	In progress	With the recent approval to hire psychologists, NYPD will be going through the hiring process to expand the Department's Critical Incident Stress Management Program.
134	Support professional development through the Commander's Course and leadership development programs.	In progress	NYPD is working on a proposal for the Commander's Course. Leadership development is an ongoing effort through NYPD's Office of Professional Development.
135	Commit to an updated Patrol Guide that is more user friendly, less complex for officers, and transparent to the public.	In progress	Work has started and the initial set of changes were posted in May. This is an ongoing effort through the end of 2021.





# From Crisis to Opportunity

A POLICY AGENDA FOR AN EQUITABLE NYC

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