

# **NYPD** in focus

## Strategic Plan Update



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### Introduction

In the midst of 2020—a year that confronted the New York City Police Department (NYPD), New York City, and the world with unique and unprecedented challenges—the NYPD released a strategic plan called “NYPD in Focus.” The plan affirmed our commitment to providing the highest quality police services and maintaining an open dialogue with our communities. Over



the past several months, we conducted extensive engagement with our communities and consequently concluded that it was important to reassess and update the 2020 strategic plan in light of those discussions. This document provides updates concerning some of the key initiatives set forth in “NYPD in Focus,” as well as other newly developed initiatives that are directly responsive to internal and external feedback received through our recent public engagements.

From September 2020 through January 2021, the NYPD hosted or joined meetings with thousands of New Yorkers. The NYPD hosted nine public listening sessions across all five boroughs, including a citywide multilingual session. We met with more than 100 community groups and held meetings with our members of service, unions, and fraternal organizations. The Police Commissioner, First Deputy Commissioner, or a member of the NYPD’s executive staff attended each one of these meetings. Thousands of people participated in these meetings either virtually or in person, as COVID-19 restrictions allowed.

During the fall of 2020, the NYPD also launched a public survey to solicit ideas and insights, and an internal survey to better understand the concerns and priorities of our own members. The public survey was translated into the 10 most-commonly spoken languages in New York City. By mid-January, more than 4,000 members of the service responded to the internal survey, and nearly 3,000 members of the public responded to the public survey. Combined, the surveys provided more than 10,000 unique comments that informed both this report and NYPD policies.

The recent community engagement process contributed to the City’s Police Reform and Reinvention Collaborative Plan in compliance with Governor Cuomo’s Executive Order 203. Throughout the process, the NYPD collaborated with three co-sponsors: Jennifer Jones Austin, CEO and Executive Director of the Federation of Protestant Welfare Agencies (FPWA); Wes Moore, CEO of Robin Hood; and Arva Rice, President and CEO of the New York Urban League. We chose to partner with these leaders because we knew they would challenge us and push us toward meaningful change, helping us better connect policing practice and policy with community needs. Every comment received during our outreach and during the work of the Reform and Reinvention

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Collaborative—from New Yorkers speaking directly to their lived experiences on Zoom meetings to the open responses to survey questions—was read and considered by a member of the NYPD in developing the initiatives described in this update to “NYPD in Focus.”

The engagement process was invaluable. It provided a tangible way for the community and police to come together to redefine public safety and build mutual trust. We therefore commit to continuing to hold borough-based listening sessions, and to continue to engage with stakeholders on not just policy and training, but on the public safety needs of their constituencies and how we can work together to meet them. This collaboration is particularly important as the City emerges from the COVID-19 crises and we must prepare to safely receive the millions of residents, visitors, and workers who will bring New York City back to life.

By the end of 2021, the department will again update “NYPD in Focus” to best reflect progress toward our collective goals: to keep our city safe, to promote wellness and equity for our workforce, and to strengthen our community partnerships. We are committed to implementing the ideas and programs in this document, going above and beyond the City’s reform plan adopted in March 2021.

### **Spotlights: Current Strategic Plan Projects Updates**

During the past several months, the department has made significant strides in advancing many of the projects and programs detailed in “NYPD in Focus.” This section provides updates on some of the initiatives first described in the 2020 strategic plan that directly address the concerns and needs of our constituencies expressed over the course of our most recent internal and external engagement efforts.

#### **Goal 1: Keep our City Safe**

##### **1. Implement the Department’s Youth Strategy**

- “The Community officers are great. Support more community policing initiatives. Partner with Community-based organizations to engage young people. The Youth Officers I have met are fantastic. We need more.” – Public Survey
- “When we see these kids doing small criminal behaviors, we have to find out what the backdrop story is because sometimes these kids are acting ugly and mean, talking back, you know, but maybe their brother got shot. That’s what I wind up hearing when I’m thinking about this kid. I’m like ‘why the hell is acting like that, why is he always angry,’ and [when we sit down with them we] find out he lost his big brother, or that his family just got evicted from the neighborhood that he knew...we really need to take some time [to get to know these kids].” – Quote from Sit Downs with Shea

- “To get in touch with youth, you have to remove their fear. They will learn to respect you when they see that you are helping, not just because they were told to respect you.” – Community Listening Session, Patrol Borough Queens North

### **A. Appoint Youth Coordination Officers (YCOs) to work with at-risk youth, assist youth crime victims, and collaborate with internal and external partners to ensure service accessibility for young people**

In 2020 the department launched its Youth Strategy to work with at-risk youth, assist youth crime victims, and collaborate with internal and external partners to ensure that young people have access to social services across New York City. The Youth Strategy reassigned all precinct youth officers, School Safety Uniformed Division officers, and the Juvenile Robbery Intervention Program (JRIP) personnel to Patrol Services, Housing, and Transit bureau commands, newly designated as Youth Coordination Officers (YCOs) and overseen by the Youth Strategy Division.

The YCO is a new position that serves as the precinct lead on all youth issues. YCOs gather knowledge about laws and procedures related to youth incidents, recommend services, act as a resource, advocate for youth victims, and ensure follow-up of all youth-related incidents in a command. Three hundred and sixteen YCOs were recruited, trained, and assigned to act as youth liaisons within their respective jurisdictions, playing an integral role in reinforcing department priorities of youth outreach and neighborhood policing.

### **B. Restructure the Juvenile Crime Desk to better coordinate interagency information sharing**

To assist with the coordination of cases involving at-risk youth, the department established improved internal and external communication protocols for juvenile incidents by adding personnel to its Juvenile Crime Desk (JCD) and significantly expanding the JCD's role as a department clearing house for tracking all youth offenses and arrests.

The JCD coordinates incidents involving youth offenders citywide. It respects all applicable privacy protections, streamlines the dissemination of information to department executives and YCOs, and ensures external stakeholders, such as New York City's Department of Probation, the Administration for Children's Services, and the Corporation Council, are aware of any incidents involving youth. The JCD now provides a one-stop system for data concerning youth-related incidents, replacing the multiple and inadequate notification systems formerly in place.

### **C. Re-envision the Juvenile Rooms as opportunities to connect youth with social services**

The department has prioritized the redesign of juvenile rooms in precinct commands with high volumes of youth incidents to provide more functionality and to better connect youth with social services. Redesign of the juvenile rooms—where arrested youth are held pending the disposition

of their arrests—included surveys, installation of new lighting and furniture, ensuring ADA accessibility, and the installation of televisions, cameras, and internet capabilities to allow young people in custody in the juvenile rooms to connect remotely with social-service providers in a timely manner.

### **D. Expand the use of Virtual Reality Technology to teach youth better decision-making skills**

The New York City Police Foundation and the NYPD established the Options program to help New York City youth build decision-making skills and access career-development opportunities through a series of workshops, training programs, and internships.

The Options curriculum facilitates authentic and productive discussions between NYPD officers and youth participants regarding real-life situations and challenges that young New Yorkers are facing. The curriculum focuses on enhancing emotional intelligence, developing de-escalation techniques, and strengthening situational awareness of its participants.

Phase 1 of the Options program, called Options Fundamentals, uses virtual reality scenarios that help participants better resolve conflict and navigate challenging or intimidating situations. Phase 2 of the Options program, Options: Learn 2 Earn, builds on the skills learned in Phase 1. The curriculum focuses on professional development, career-oriented training, financial literacy and management, coding, and networking opportunities that prepare young participants for real-life job possibilities.

The Learn2Earn program has enrolled more than 130 participants and 360 young people joined more than 20 in-person or virtual fundamentals sessions.

Two of the Options ambassadors won Meringoff Valedictory Prize (MVP) Scholarships, and other ambassadors have been accepted to Penn State University, Buffalo State University, the City University of New York's John Jay College of Criminal Justice, the State University of New York at Stony Brook, NYU Film School, and Queensborough Community College.

### **2. Continue to leverage technology to enhance workforce management and resource deployment**

The Centralized Personnel Resource System (CPRS) was developed and rolled out to improve department-wide personnel planning and reporting. This application enhances workforce management and resource deployment. The system uses information from rosters and roll calls to inform executives and supervisors across the department about available resources in real time and to help them better predict future force figures.

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Phase one of this application has been rolled out to the Patrol Services Bureau, the Housing Bureau, and the Transit Bureau. The Information Technology Bureau is currently upgrading the system and adding new reporting options.

### 3. Expand gunshot detection systems and other proactive technologies in areas that have historically high levels of gun violence

- “The NYPD should use and fund more technology to enforce the law such as cameras, ShotSpotter, many areas in the city still don’t see such equipment being used.” – Community Listening Session, Patrol Borough Manhattan North



The department has employed ShotSpotter technology, an “active monitoring” gunfire or gunshot detection system in areas that have historically high levels of gun violence. Using acoustic sensors, ShotSpotter detects and locates gunfire incidents in real-time and alerts the NYPD. ShotSpotter reduces gunfire incident response times, provides valuable evidence for investigations and criminal prosecutions, and enhances public safety.

The system currently covers 90 square miles of New York City, with a footprint in every geographic borough. The NYPD recently expanded coverage in Patrol Borough Brooklyn South and will be continuing to expand the coverage in Patrol Borough Manhattan North during the next year.

## Goal 2: Promote Wellness & Equity in our Workforce

### 4. Provide our officers with strategies to actively intervene with police misconduct and foster a culture that supports them in doing so

- “[Officers] need support via intervention training.” – Public Survey

The department is partnering with Georgetown Law School to provide Active Bystandership in Law Enforcement (ABLE) training to all uniformed members. This training provides practical skills in active bystandership strategies and tactics designed to prevent police misconduct, promote health and wellness, and give officers the confidence needed to intervene in the actions of other police officers when necessary.

While a duty-to-intervene is already established in department policy, the concept must be embedded in all of NYPD's procedures and training to ensure its daily practice. The skills imparted during this training will support a cultural shift among department personnel that will increase accountability and build greater trust with the communities we serve.

Through generous funding provided by the New York City Police Foundation, more than 100 members of the Department have been trained as ABLE trainers. These members have started training other uniformed members of the service and will train NYPD's more than 34,000 uniformed members by April 2022.

### **5. Launch a telemedicine program to enable remote discussions about fitness for duty status between uniformed members and medical professionals**

During the COVID-19 pandemic, there was a sharp increase in members of the service reporting sick to the Medical Division Sick Desk. To minimize the number of personnel coming into the department clinic, the Medical Division developed a formalized telecare process for uniformed members when reporting sick. Department doctors and nurses conducted follow-up virtual visits with individual members to assess their symptoms and to determine the length of time that the member should be out of work. This program enhanced safety and social distancing procedures, while also improving the department's internal customer service.

Subsequently, using a new virtual appointment system tied to Microsoft Teams, the Medical Division was able to launch a permanent telemedicine program in September 2020.

### **6. Evaluate our civilian advancement process**

- "Take care of the civilians in-house first because we have friends and families that ask questions and want to know why we did not get promoted and why so many uniform members are inside doing civilian jobs. It doesn't matter how good of an employee a civilian is; that civilian will never get the best rewards while working for NYPD." – Internal Survey

At the beginning of 2020, the department launched a Civilian Working Group to help ensure all civilian employees felt supported and recognized. The working group's mission was to evaluate the civilian advancement process, review and streamline various personnel policies and procedures, and help improve transparency, equity, and efficiency.

By the end of June 2020, a current-state analysis was completed for different workflow processes related to the hiring, salary adjustment, promotions, command reorganization, and transfer processes for civilian members. This assessment identified a total of 68 inadequacies and

challenges and developed 96 comprehensive recommendations focusing on such issues as enhancing communications; streamlining processes; emphasizing equal opportunity; and creating efficiencies and budgetary savings within the Department.

The department worked first on 14 recommendations related to the transfer process. Thirteen recommendations have been completed thus far, and the remaining six will be completed this summer. Some other recent accomplishments of the civilian advancement process include: standardizing organizational chart templates for all bureaus; holding focus groups with civilians regarding outreach improvements; and streamlining the processes for posting job openings.

### **Goal 3: Strengthen Community Partnerships**

#### **7. Make crime and enforcement data and reports more transparent and accessible, including the addition of hate crimes in the CompStat report**

- “Transparency is key. The NYPD should be more transparent with the community, that’s one way to build trust.” – Public Survey

The department continues to develop innovative solutions to deter crime, especially violent street crimes and hate crimes. The department established an Asian Hate Crime Task Force in August 2020 to help combat a rise in anti-Asian attacks. This task force, the first in the department’s history dedicated specifically to Asian hate crimes, is decentralized to the precincts where Asian-American detectives, who speak a variety of Asian languages, reach out to hate crime victims and conduct preliminary interviews to move ahead cases for investigation by the centralized Hate Crimes Task Force.

In September 2020, the department also developed an interactive dashboard displaying hate crime statistics, allowing the public to navigate these offenses and view incident-level data about hate crime offenses by precinct, bias type and law code. This dashboard, along with others developed by the NYPD, increases transparency with the communities we serve. A precinct-by-precinct tally of hate crimes year-to-date is now listed on the CompStat report.

#### **8. Ensure the NYPD continues to evolve to meet the needs of New York City residents and fosters public confidence: 127 Penn**

The NYPD’s 127 Pennsylvania Avenue Community Center (the “Center”) is located in East New York. The Center currently serves residents of all ages and provides a range of drop-in activities and community events for youth and adults. In order to better serve the community, the NYPD has



partnered with Hester Street to develop a new strategic vision for the Center, by incorporating the perspectives and demonstrated interests of local residents into the future of the Center. Hester Street is a mission-driven nonprofit organization that engages communities in the design and development of new buildings, programs, and policies to address the root causes of inequity and injustice.

Through generous funding provided by the New York City Police Foundation, Hester Street will meet with community members of all ages and backgrounds to identify community needs and priorities. The Department initiated these efforts with Hester Street in May 2021.

### **9. Increase transparency of the disciplinary process by creating and publishing a matrix of presumptive penalties**

- “Appropriate discipline may happen but since it’s done behind closed doors, there’s no accountability and no reason for me to believe that appropriate discipline occurs.” – Public Survey
- “Protocols and consistency are really, really important. When talking about effectiveness and consistency, I think discipline is probably more critical than any other area.” – Meeting with District Attorneys

The department’s Disciplinary System Penalty Guidelines, outlining the presumptive penalties for possible police officer offenses, were published on January 15, 2021. This document, almost two years in the making, was a collaborative effort with a wide variety of police oversight entities, public interest groups, elected leaders, and other interested parties. The final product relies heavily on public comments gathered from August to October 2020.

As a further commitment to transparency and collaboration the NYPD and the Civilian Complaint Review Board (CCRB) signed a memorandum of understanding on February 4, 2021 to strengthen the disciplinary matrix and ensure greater transparency in the disciplinary process. The MOU confirms the NYPD and CCRB will use the matrix as a framework for assessing penalties for officer misconduct. It requires the NYPD and the CCRB to describe, in writing, the basis for any departures from the matrix and to make such documents publicly available. It reiterates the Police Commissioner’s obligation to notify the CCRB when imposing a penalty that is less punitive than CCRB’s recommendation and make that determination publicly available. It ensures CCRB’s access to officer-employment history in any cases in which allegations of misconduct are substantiated. This summer, the department will conduct the first bi-annual matrix review.

### **10. Enhance regular disciplinary reporting to the public, including posting discipline records online**

- “The public does not know who is disciplined and who is not disciplined.” – Public Survey
- “How would we know if you are disciplining cops? There’s no independent way to think of to confirm this in any way.” – Public Survey
- “It’s problematic that officers who have multiple substantiated complaints against them are not held accountable.” – Community Listening Session, Patrol Borough Queens North

On March 8, 2021, the NYPD published a database of various personnel and discipline-related information about its members. The Officer Profile webpage is an index of all active police officers that includes their names, shield numbers (where applicable), commands of assignment, training histories, enforcement activities, department honors, and discipline histories, if any. The officer profile discipline history includes substantiated allegations against active police officers where charges and specifications were served and resulted in a guilty plea, plea of nolo contendere, or a guilty finding. Currently, these records date back to 2014 and additional years will be added in the future. This database covers cases that originated both as internal NYPD disciplinary investigations and as CCRB investigations. The database also contains a library of trial decisions from the NYPD trial room dating back to 2016, including both guilty and not guilty decisions for active and non-active uniformed members of the service. The database links to the CCRB’s related webpage and the Law Department’s lawsuit webpage. The department is working to make further data available, while continuing to respect the due process and privacy rights of our members and the public at large.

### **11. Reimagine the way the Department provides customer service**

- “Yes, use technology in a friendly way and update information on websites. Also, promote information sharing meetings where the public can be informed of the various programs available. The usual Precinct Council or Build the Block meeting are issue driven by the public that attend. Very little information is shared or heard about the complaints.” — Public Survey
- “Slip a survey in the mail asking the community what they need in terms if safety. My development is still waiting for cameras in our building a dozen years after the city promised after the little kids were attacked in an elevator and the boy was murdered. My building doesn’t have elevators but we have people gathering, smoking, drinking and doing drugs in the hallway.” – Public Survey

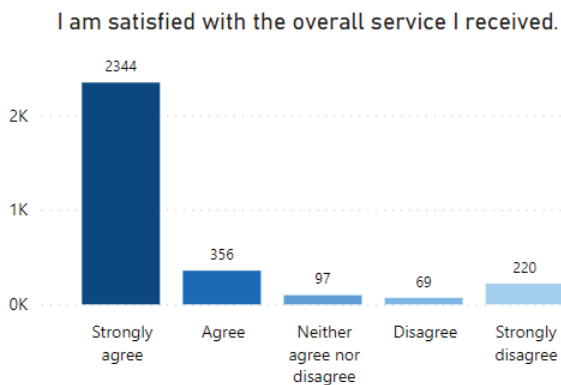
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In 2020, the NYPD sought to examine and improve the ways the department provides customer service to the public. Public surveys available from all precincts, transit districts, and police service areas citywide have shown that, in general, the services the NYPD provides at these commands are positively received.

It is the department's aim to use the information we collect to shape interactions with the residents of New York City. Through internal forums like CompStat, the NYPD can adjust and ensure that every resident receives the quality of police services they deserve.

In addition to the surveys, the department launched a customer-service pilot in two precincts: the 113th and 25th. The pilot included various initiatives, particularly the assignment of a customer-service representative in the precinct



stationhouse. Service representatives are trained in a carefully constructed customer-service training module. The representative greets all visitors in a well-informed, courteous, and helpful way, responding to visitors' needs in an efficient and timely manner. This pilot was a success and will become a citywide program in fall 2021. The expansion will include the hiring of 180 customer service representatives who will be at

public-facing department facilities. Additionally, the department is also developing a customer service training that will be introduced to NYPD employees in fall 2021.

The department also piloted self-service kiosks in the 113th and 25th precincts that provide visitors with access to online department services. Digital signage displays important information to our visitors, including safety warnings and contacts at the facility. The NYPD has also installed Wi-Fi at pilot commands to improve overall customer service and bolster the capabilities of these new technologies. The department plans to extend this capability into all commands as the Customer Service strategy expands throughout the city.

### Reform Collaborative: Responding to Your Voices

During the work of the Reform and Reinvention Collaborative, we heard from thousands of New Yorkers about their vision of public safety and how to best build mutual trust between the police and communities. This section describes what we heard from New Yorkers, how it informed and inspired what we're doing, and what we envision for various projects that support our employees and New York City's communities.

### Goal 1: Keep our City Safe

#### **12. Launch an Online Reporting Service**

What We Heard: Some members of the public said that it should be easier to report crimes to the NYPD and others said that they were hesitant to go to precincts to make crime reports.

“I called the 30th precinct the next day and was told I had to come into the precinct to get the report. Why this is not digital, especially a year into the pandemic?” – Public Feedback, Reform and Reinvention Collaborative Plan

“NYPD should consider technology that could enhance [reporting] processes. For example, for several years, the ‘Reported’ app has empowered citizens to report illegal driving behavior directly to [the Taxi & Limousine Commission], changing the ticketing process for the better.” – Public Survey

“Use technology in a friendly way and update information on [the NYPD] website. Also, promote information sharing meetings where the public can be informed of the various programs available. The usual Precinct Council or Build the Block meetings are issue-driven by the public that attend. Very little information is shared or heard about the complaints.” – Public Survey

What We’re Doing: In March 2021, the NYPD launched a new online system the public can use to file certain low-level complaint reports without the complainant having to go to a police facility or find a patrol officer. This online service is designed to provide greater access to police services, improve public satisfaction, and facilitate better overall allocation of department resources.

The NYPD Online Reporting Service allows the public to report complaints for the following offenses:

- Lost property
- Petit Larceny
- Misdemeanor Criminal Mischief
- Graffiti

What’s Next: The department is exploring other types of complaints that may be added to the online application.

#### **13. Expand Commander’s Advisory Councils**

What We Heard: Many community members want more insight into policing policies and the day-to-day work being done at precincts, and they want to play a greater role in defining public safety and determining how partnerships between police and communities can help advance their needs.

“Community concerns should be paid more attention, maybe via a centralized citywide or borough-based system making commanders responsible for addressing and reporting the results back. Then they could communicate with the community to see if the problem was fixed or at least being maintained to some degree.” – Internal Survey

“How can we formalize the relationship the community has with the NCO program? Many communities don’t know about these programs and it’s important to educate people about what’s available.” – Meeting with Pan-Asian Community Leaders

“I think NYPD should have monthly meetings with the communities where they give crime reports and take feedback.” – Internal Survey

**What We’re Doing:** The Precinct Commander’s Advisory Council (PCAC) fosters a true partnership between the police and community. The councils are composed of key members of the community appointed by precinct leadership. These groups meet on a bi-monthly basis and discuss topics of importance, including opportunities for targeted engagement, outreach, and deployment of resources. This program provides community members with an additional forum for information sharing with commanding officers to help collaboratively address issues in real time.

Pilots in the 120th Precinct on Staten Island and in the 77th Precinct in Brooklyn were successful. Specifically, in the 77th Precinct, the pilot made the department aware of an elderly woman experiencing financial hardship who had been living in a car. Through the advisory council and 77th Precinct community affairs officers, she was provided housing. The department has since expanded these pilots to nearly 30 precincts across the city.

**What’s Next:** In spring 2021, the department began a phased expansion of advisory councils to more precincts citywide.

### **14. Elevate the Voices of Sex Crime Victims Through Training and Reform**

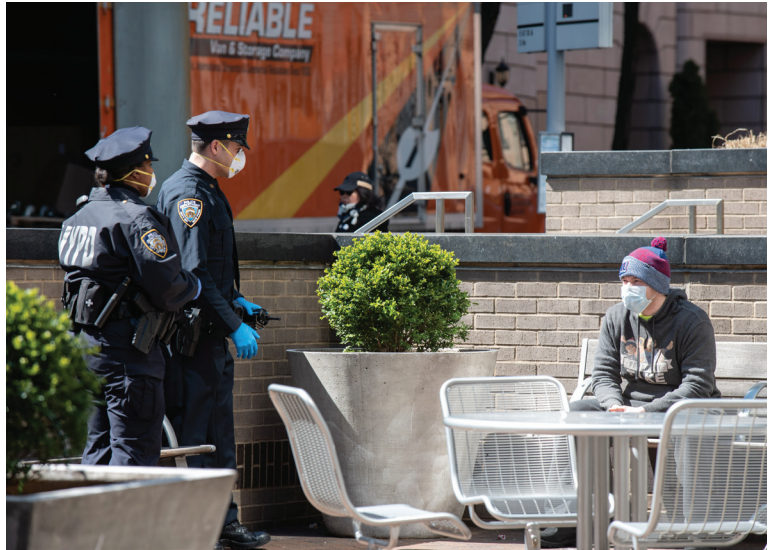
**What We Heard:** Historical barriers have constrained ongoing police communication with sex crime survivors.

“I think certain officers should receive additional training to become specialists in certain areas of concern, [including] experts in diffusing domestic violence or other situations where violence is present.” – Public Survey

“There should be special teams that are...certified or trained to deal with mental health, substance abuse, domestic violence, and homelessness.” – Public Survey

**What We're Doing:** In order to help improve communication with sex crime survivors, the department's Special Victims Division (SVD) has instituted a 21-day contact rule that requires investigators and squad supervisors to contact complainants every 21 days while their cases are active to ensure that they are updated on progress and that they have access to advocate support. Case investigators are also required to contact complainants prior to closing cases to ensure that the complainants are informed of the change.

**What's Next:** Understanding the neurobiology of trauma is critical when interacting with a survivor of sexual assault. The department understands the importance of supporting survivors and recognizing this trauma and will begin training more officers – not only those working for SVU – in trauma-informed interviewing later this year.



### 15. Implement Child-Sensitive Arrest Practices

**What We Heard:** New Yorkers of all ages are concerned about the impact of policing on the city's youth. Policing not only affects young people when they are the subjects of enforcement action, but also when they witness a loved one being arrested. This can be particularly impactful when the offense is not related to the child.

“All officers should receive training in interacting with children, including children who may be present while an arrest is happening; children of those who are being arrested; and children who are themselves arrested. Training in child and brain development, as well as de-escalation and arrest as a last resort should be included.” – Public Survey

“I have tried to work with police from a variety of precincts throughout the city in my role as a social worker in foster care. In each case the police have fought over jurisdiction (tried to put the case on other departments), been hostile/rude/inconsiderate with young children sharing difficult information, or extremely dismissive of reports of youth in dangerous situations and refused to take reports as ‘that’s not their business.’” – Public Survey

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**What We're Doing:** In April 2019 the department established guidelines for arresting a parent or guardian to reduce trauma to children who may be present when an arrest is made. Guidelines include making every effort to avoid use of force, allowing the arrested parent or guardian to speak with the child prior to being transported to a police facility, and allowing any transported child to take a familiar object, like a toy or blanket, with them to provide them comfort.

**What's Next:** In partnership with Osborne Association, the department will enter a 12-month citywide no-cost pilot program to provide training to members of the department on interactions with children who are present at the scene of their caregiver's arrest.

The department will also enter a 12-month citywide no-cost pilot referral program with community-based organizations to safeguard children from potential trauma and minimize the effects of trauma on children of incarcerated parents. A memorandum of understanding or a business associate agreement with each organization will be negotiated allowing the department to share family information, and the various organizations to follow up with impacted families to minimize the effects of trauma to the child.

### Goal 2: Promote Wellness & Equity in our Workforce

#### 16. Identify Issues in Recruitment and Hiring

**What We Heard:** Throughout our surveys and meetings, we heard from the public and our own employees that a top department priority should be recruiting, hiring, training, and retaining diverse, resilient officers who perform to the highest standards of excellence, and who understand and reflect the communities they serve.

“Not only should the NYPD be as diverse as the residents of NYC, but more recruitment efforts to motivate neighborhood recruiting must occur.” – Public Survey “Be proactive in recruiting. Leverage clergy, fraternal [organizations], and community meetings for recruitment efforts.”

– Employee Meetings, Fraternal Organizations

“Communities must be served by members of the service that represent that community, and many more policies that would make the department equitable for citizens.” – Internal Survey



“I think one of the most pressing systemic issues that NYPD needs to fix is how uniformed officers are hired...You need to weave in personality tests, work samples, and a much better designed test done by professional test makers...Once you select folks who are good fits for the hard job that is a cop, I think a lot of these issues we see will be cured over time through better personnel selection.” – Internal Survey

**What We’re Doing:** In the short term, the department focused on recruiting candidates for police officer exams who reflect the diversity of New York City. All bureaus were charged with using their outreach channels to help push the recruitment message throughout the city, and the department worked with a contracted advertising firm to develop a public recruitment campaign aimed at recruiting a diverse group of candidates. In the Spring, more than 14,500 people filed to take the Police Officer Entrance Exam.

Additionally, the department is taking steps to better understand the barriers that prevent some people from joining the NYPD and reaching their full career potential. This includes reviewing the barriers that exist in hiring and training processes, and examining why employees choose to remain employed by the NYPD. This work is an important aspect of the department’s equity and inclusion efforts.

**What’s Next:** The department will continue to examine projects related to equity in hiring and retention, and plans to explore other areas including educational requirements and residency.

### **17. Develop Leaders and Better Prepare them to Serve as Commanders**

**What We Heard:** To become a stronger department, we must develop effective and representative leaders with strong management skills. “We need to have the right people in the right places. The men and women leading those police officers on the ‘street’ should be educated in the mission and goal of leadership. Leadership education fails to exist in the department because we do not focus on making leaders.” – Internal Survey

“[There should be] leadership and communication skills training for all supervisors.” – Internal Survey

**What We’re Doing:** The NYPD’s Office of Professional Development is designing Leadership Development training courses that enable members to become more effective managers. These courses are being provided to uniformed and civilian members when they are promoted or appointed to managerial titles.



In January 2020, a pre-commander's course was piloted to offer management skills and organizational theory training to a selected group of precinct commanders. Comments from participants were collected to inform the development of a pre-commander's course for the next generation of precinct commanders. NYPD held focus groups at the end of 2020 with current commanding officers from the Patrol, Housing, and Transit Bureaus, as well as senior-level executives that identified a range of knowledge, skills, and capabilities that contribute to the success of operational commanders.

**What's Next:** The department will establish a pre-commander's course to prepare prospective commanding officers for leadership responsibilities in operational commands. The course will incorporate effective managerial best practices and will also cover topics unique to leadership in community-based police commands. This course emphasizes the importance of community team-building as a necessary component of a command's strategic plan. Prospective commanders will learn best practices on how to quickly and effectively build rapport and relationships with communities, and they will also take instructional modules on public speaking, team building, and effective communication skills.

### **18. Develop enhanced trainings incorporating Multiculturalism What We Heard:**

A common theme we heard from communities concerned the importance of officers understanding the cultures of the communities they serve. People said they often felt misunderstood by officers or that they wished officers were more engaged in cultural events in their neighborhoods. Officers may not be familiar with the unique challenges that communities face, their histories of racism and social justice, or the historic context of systemic racism and its present-day impacts on policing.

“Train officers about different cultures, disabilities, whatever is necessary, etc., in order to effectively deal with that particular situation.” – Internal Survey

“There is historical harm being passed down in regards to perception; one family inherits a perspective and passes it on the next, particularly when it comes to broken trust. NYPD needs to acknowledge history and harm even if the current leadership wasn't part of it.” – Red Hook Community Justice Center Meeting

“There has to be acknowledgement of the system and role that law enforcement plays...The circumstances that exist in communities of color that are high crime areas are a direct result of the discriminatory policies and practices historically present in our society. Rather than treat us like criminals, all of us, treat us like we have to be [repaired] from the damage that has been done to us. Have some empathy. Do not profile us. Understand the pain we are in and how it manifests in our communities.” – Public Survey

**What We're Doing:** The department is developing a multi-pronged approach to educating officers on tactics, community cultures, the history of racism in society, and policing in New York City, through both listening and training. In June 2020, the Office of Equity & Inclusion (OEI) convened discussion forums for employees to share their experiences and views on race, law enforcement, and social justice. These virtual discussions covered various topics including racial identity, systemic racism, diversity, acceptance, leadership, and obstacles to equity in both the department and society. As a direct result of these forums, the NYPD has incorporated a module on the history of law enforcement and marginalized communities into its recruit curriculum. The department has a class on "Policing in a Multicultural Society" for recruits. Recruits are exposed to a curriculum emphasizing cultural competence, emphasizing cultural issues and challenges that an officer may encounter while working with various communities, as well as cross-cultural communication.

**What's Next:** The department plans to establish a formal, programmatic approach to cultural immersion, consolidating and amplifying many of the existing resources and processes that are currently spread across the patrol, housing, and training, and community affairs bureaus, through command orientation, recruit training, field training, and outreach units, allowing for adequate discretion to account for differences in command operating environments. The programmatic approach will include a new cultural immersion curriculum to be incorporated in the Field Training Program for new members of the service and members of the service who are transferred to new commands that serve different communities. In addition, commanders will be provided with an instructional toolkit to assist them in identifying and understanding the unique cultures of the communities served by their commands.

### **Goal 3: Strengthen Community Partnerships**

#### **19. Expand Understanding and Practice of Restorative Justice**

**What We Heard:** Many people believe that restorative justice practices could be used to help resolve conflict and strengthen communities.

"I think the NYPD should publicize its community relations better, and I think it should also engage with community leaders and use restorative justice practices." - Public Survey

"[Officers need] more de-escalation and conflict resolution trainings." – Internal Survey

"[Officers should be trained in] how to be community friendly while maintaining a firm approach in resolving community issues." – Internal Survey

# NYPD in focus

## Strategic Plan Update

What We're Doing: Restorative justice acknowledges that the harm crime causes to people and communities can be repaired through mediation and making amends. Restorative justice can be used by officers to help resolve disputes among community members without resorting to enforcement action. The NYPD is partnering with the New York Peace Institute, which is training Neighborhood Coordination Officers (NCOs) in mediation, de-escalation, and conflict resolution skills. With more than 800 NCOs assigned to the Patrol Services Bureau, training officers in these skills represents the largest police mediation training in the city's history.

What's Next: Because New York Peace Institute's training has provided NCOs with valuable skills and insights, the department is exploring possible expansion of the training to department leadership, including uniformed executives in the rank of captain and above. Increasing the leadership's knowledge of restorative justice practices may help shift the department culture toward increased emphasis on mediation and conflict resolution. To fund this additional training, the department applied for a \$175,000 grant, which is currently pending decision.



### 20. Expand the Citizen's Police Academy

What We Heard: During a series of employee discussions, many people who work for the NYPD said that the department should do more to educate the public on the laws and the scope of the authority of police officers. Similarly, in our public survey responses, members of the public told us they wanted to learn more about policing. A shared understanding of what police do should advance trust and improve relationships between police and the communities we serve. "On subject of training the citizen academy for the citizens training is there any way that could be expanded? Also maybe to boroughs. I'm a graduate of that maybe 10 years ago, and I think "it'd be powerful for citizens." – Community Listening Session, Patrol Borough Bronx

"[The Citizen's Police Academy] was an awesome experience where you learn what police officers go through on a daily basis. How even that their life is at the end of the day they just want to get back home to their families. – Community Listening Session, Patrol Borough Bronx

"I think it's so profound that resident know what police officers go through I think it gives them different perspective. A different outlook on policing and I believe and I would like to see [the Citizen's Police Academy] expanded." – Community Listening Session, Patrol Borough Bronx

“Someone should offer a civics class to teach the public what we do and why we make the decisions we do. It would help people understand our jobs better.” – Employee Meeting, Front-Line Supervisors

**What We’re Doing:** First launched in 1993, the Citizen’s Police Academy is a 10-week accelerated training program established to provide members of the community with background and understanding of NYPD policies and activities, and the structure and limit of police power. The program condenses the NYPD recruit-training regimen and allows New Yorkers to gain a more complete understanding of what officers learn. This program is rooted in the idea that familiarity with these principles is key to understanding the actions and reactions of police officers in communities. Since its inception, the program has trained thousands of New Yorkers.

**What’s Next:** Historically, the department has graduated two Citizen’s Police Academy classes each year, one in the spring and one in the fall. The classes took place at the Police Academy, in College Point Queens. The last class of the Citizen’s Police Academy was in fall 2019, before the COVID-19 pandemic. In the future, the department plans to shift the Citizen’s Police Academy to a half virtual, half borough-based model, so attendees no longer need to travel to College Point in order to participate. By expanding access, the department can train more residents, and make it easier for people to participate. The new format will be launched in 2021.