

New York City Police Reform and Reinvention Collaborative Plan: A Progress Report



June 2024

NYC

Acknowledgements

NYC Police Reform and Reinvention Collaborative Plan Progress Report

The updates and data for this report were provided by a number of New York City agencies and offices that made significant effort to move these initiatives forward and to contribute to this report.

- City University of New York (CUNY)
- Civilian Complaint Review Board (CCRB)
- Commission to Combat Police Corruption (CCPC)
- Department of Consumer and Worker Protection (DCWP)
- Department of Education (DOE)
- Department of Health and Mental Hygiene (DOHMH)
- Department of Homeless Services (DHS)
- Department of Transportation (DOT)
- Human Resources Administration (HRA)
- Mayor's Office of Community Mental Health (OCMH)
- Mayor's Office of Criminal Justice (MOCJ)
- Mayor's Office for Economic Opportunity (NYCO)
- Mayor's Office to End Domestic and Gender-based Violence (ENDGBV)
- Mayor's Office of Management and Budget (OMB)
- Mayor's Office of Media and Entertainment (MOME)
- New York City Police Department (NYPD)
- Office of Crime Victim Supports (OCVS)
- Office of Neighborhood Safety (ONS)

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Executive Summary



In May 2020, George Floyd’s murder at the hands of a police officer in Minnesota resulted in large-scale protests and calls from communities for police reform throughout New York State and nationally. The following month, then-Governor Andrew Cuomo issued [Executive Order 203](#),¹ which required all municipalities in New York State to review local policing policies and – with input from stakeholders including members of the community, community groups, local officials, and members of law enforcement – to develop a plan to improve upon and re-envision the role of law enforcement in the promotion of public safety.

In New York City (NYC), the NYC Police Reform and Reinvention Collaborative Plan (the Reform Plan) was developed by the New York City Police Department (NYPD or the Department), the Mayor’s Office of Criminal Justice (MOCJ), and other members of the city government. The plan was developed following a months-long engagement process consisting of nearly 100 meetings and town halls to get input from a broad range of New Yorkers, including the communities most impacted by racialized policing and the criminalization of poverty, as well as public safety and racial justice experts. A number of meetings with uniformed and civilian members of the NYPD were also held. Both members of the public and members of the NYPD had the opportunity to submit policy proposals for review and consideration. In March 2021, a draft plan was released in two parts ([Part 1](#)² and [Part 2](#)³), outlining a multi-pronged approach for the NYPD to be the nation’s exemplar institution for fair, just, transparent, and accountable policing for all, regardless of race, gender, ethnicity, sexual orientation, religion, immigration, or socioeconomic status. After incorporating feedback from the City Council, the plan was adopted by [Council Resolution 1584](#)⁴ on March 25, 2021.






¹ https://www.governor.ny.gov/sites/default/files/atoms/files/EO_203.pdf

² <https://www.nyc.gov/assets/policerreform/downloads/pdf/PolicingReport-Part-1.pdf>

³ https://www.nyc.gov/assets/policerreform/downloads/pdf/PolicingReport_Part%202_FINAL.pdf

⁴ <https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=4890502&GUID=2CB9D744-6371-434F-8331-4A923FF529AB&Options=&Search=>

The Reform Plan encompassed 132 initiatives spanning five major areas:

	Transparency and Accountability
	Community Representation and Partnership
	Recognition and Continual Examination of the Historical and Modern-Day Racialized Policing in New York City
	The Decriminalization of Poverty
	A Diverse, Resilient, and Supported NYPD

Since 2021, the City of New York (City) has worked to implement the initiatives and commitments in the Reform Plan and to innovate and develop additional initiatives to advance fairness, justice, transparency, and accountability in policing. Mayor Eric Adams has continued and expanded the City's commitment to this work and, in accordance with the City's multi-agency efforts to advance public safety, implementation has benefited from the input and efforts of numerous city agencies and offices, including:

- City University of New York (CUNY)
- Civilian Complaint Review Board (CCRB)
- Commission to Combat Police Corruption (CCPC)
- Department of Consumer and Worker Protection (DCWP)
- Department of Education (DOE)
- Department of Health and Mental Hygiene (DOHMH)
- Department of Homeless Services (DHS)
- Department of Transportation (DOT)
- Human Resources Administration (HRA)
- Mayor's Office of Community Mental Health (OCMH)
- Mayor's Office of Criminal Justice (MOCJ)
- Mayor's Office for Economic Opportunity (NYCO)
- Mayor's Office to End Domestic and Gender-based Violence (ENDGBV)
- Mayor's Office of Management and Budget (OMB)
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- Office of Crime Victim Supports (OCVS)
- Office of Neighborhood Safety (ONS)

The Reform Plan was designed with the recognition that creating a shared vision of public safety requires an ongoing dialogue about the role of police in our communities and continuous efforts to define and monitor progress toward this goal. To that end, agencies have been working with MOCJ to provide the public with quarterly updates on the implementation of each initiative through the [NYPD Reform tracker](#).⁵ This progress report goes further—by providing additional background and updating

⁵ <https://www.nyc.gov/assets/policeform/downloads/pdf/eo203-tracker.pdf>

the public on the status and next steps of each initiative in each of the five core areas of reform. When available, data are used to further illustrate the implementation of the Reform Plan.

MOCJ has been working with agencies to assess impacts related to the larger goals of transforming police practices and changing police-community relationships in a number of different ways, including the development of a forthcoming Public Safety Data Dashboard that can serve as a central source of data and information on both policing activities and complementary public safety programming provided by other agencies. The Dashboard is anticipated to launch in 2024.

Section 1: Transparency and Accountability

Transparency and accountability are critical to the legitimacy and credibility of law enforcement. Consistently during the Reform Plan development process, community members called for officers to be held accountable when they cause harm. In addition, the NYPD's own members requested internal transparency, expediency, and consistency, both in the disciplinary process and the promotion process. The initiatives within this Section were developed to strengthen existing internal and external accountability and oversight mechanisms, including the NYPD's Early Intervention Program, the Civilian Complaint Review Board (CCRB), the Commission to Combat Police Corruption (CCPC), and the NYPD Inspector General at the Department of Investigation.

Early Intervention Program

As part of the Reform Plan, the NYPD committed to build on the Early Intervention Program (EIP), a program developed in 2020 in accordance with [Local Law 68 \(2020\)](#),⁶ to ensure that officers whose behaviors may lead to disciplinary issues or negative interactions with the public are identified and that swift, appropriate interventions occur. The program uses existing data, including biased policing allegations and use of force information, to proactively identify and assist officers who may be at risk for adverse behaviors. During the assessment of the officer, the Early Intervention Unit reviews the circumstances that led to the officer to meet the criteria (e.g. the declined prosecutions) as well as a holistic review of the officer's career history and body camera videos. If the review indicates that the officer has not engaged in conduct that would benefit from one of the program's interventions, then no action is taken. Additional criteria for referral to the program were added in 2022. Referrals and recommendations for intervention—which may include training, enhanced supervision, mentoring, and monitoring—are made to a newly established Early Intervention Committee, which meets at least quarterly. Reports on the program are published on the Department's [website](#).⁷

Between the program's start in August 2020 and December 2023, 1,897 referrals were made for uniformed members of service to be assessed for potential early intervention. The most common interventions recommended were additional training and enhanced review of body-worn camera footage by an officer's supervisor. Among officers who were assessed by EIP, 6.5% have since

⁶ <http://nyc.legistar1.com/nyc/attachments/2e5f61ec-6179-4542-8ea2-71968c28cf27.pdf>

⁷ <https://www.nyc.gov/site/nypd/stats/reports-analysis/early-intervention-program-reports.page>

received CCRB complaints, 13% have become the subject of an internal investigation, and 2% have become the subject of a lawsuit.

Strengthening the Civilian Complaint Review Board (CCRB)

Key initiatives in the Reform Plan aimed to expand and strengthen the CCRB, an independent agency created in 1993 to receive, investigate, mediate, hear, make findings, and recommend action on complaints against NYPD officers by members of the public. The Board's investigative staff, composed entirely of civilian employees, conducts impartial investigations into allegations of police misconduct including excessive use of force, abuse of authority, discourtesy, and offensive language. The Board forwards its findings and recommendation for discipline to the Police Commissioner, which may result in disciplinary action. In the Reform Plan, the City committed to expand what the CCRB can access and what they can investigate. In April 2021, the City Council amended the New York City Charter to clarify that investigating allegations of racial profiling and bias-based policing now falls under the CCRB's abuse of authority jurisdiction. Prior to this amendment, all profiling and biased policing complaints received by the CCRB were referred to the NYPD's Internal Affairs Bureau (IAB) or the New York City Commission on Human Rights. Further, in December 2021, the City Council amended the City Charter to grant CCRB the power to initiate its own investigations, as opposed to acting only on complaints that are submitted to them. Both expanded investigative capacities began in October 2022.

Other completed or implemented initiatives to advance accountability can be found in the [full Section below](#).

Section 2: Community Representation and Partnership

Community engagement and responding to community concerns are central tenets of effective policing. During the development of the Reform Plan, New Yorkers shared their frustration with existing relationships between communities and the NYPD. The goals of the initiatives outlined in this Section are for the NYPD to genuinely and meaningfully engage communities, build trust, and to emphasize that collaborative problem-solving that involves both police and community members is essential for public safety.

Neighborhood Immersion Curriculum for NYPD

Several of the Reform Plan's initiatives aim at expanding productive partnerships with community members and organizations as well as increasing law enforcement's understanding of community needs. As part of that effort, the NYPD developed a neighborhood immersion curriculum and command briefing book template that were incorporated into the May 2021 Field Training for incoming members of service (MOS) to a command. Continuing in 2024, newly hired uniformed MOS graduating from the Police Academy are assigned to Field Training Zones, as designated by the Chief of Department, for a 6-month deployment prior to being assigned to their respective commands. The Office of the Deputy Commissioner, Collaborative Policing also provided support for social engagement activities within the community. Participation in cultural immersion activities can increase

non-enforcement touchpoints with the community and create a foundation on which mutual trust can be built, which is a necessary component of a shared public safety model.

Protecting First Amendment Rights

In the wake of the mass protests that followed George Floyd’s murder, the New York City Department of Investigation and the New York City Law Department conducted a review of the NYPD response to the protests and made 31 recommendations. These recommendations centered on policies and practices designed to better protect the rights of citizens to engage in lawful protest, including promoting officers’ use of de-escalation techniques. All of the recommendations were accepted by the City and incorporated into the Reform Plan, with progress on each recommendation tracked [publicly](#).⁸

One of the recommendations included the drafting of a Patrol Guide procedure specific to policing protests and protected First Amendment activity. The [new procedure](#)⁹ took effect in September 2021, after a period of public comment and consultation with civil rights attorneys, community organizations, and police reform experts. The procedure details the limitations on the use of disorder control tactics, such as encirclement and mass arrests, as well as the staging of officers in “riot gear” in areas not visible to protesters, with deployment only if necessary.

Other completed or implemented initiatives to advance community partnership can be found in the [full Section below](#).

Section 3: Recognition and Continual Examination of the Historical and Modern-Day Racialized Policing in New York City

The Reform Plan aims to critically examine past and existing policies and practices that perpetuate structural and institutional racism and how they result in inequitable outcomes, particularly use of force in communities of color.

The main goal of this examination is to develop a shared understanding between the community and the NYPD of the impact of racialized policing in NYC’s neighborhoods and communities. The majority of the initiatives relate to an ongoing reconciliation process briefly described below, which aims to improve trust between police officers and community members and reckon with harms brought to light, with the ultimate goal not only of building meaningful relationships between police and communities, but with the understanding that a reckoning with past harms can lead to improvements in public safety.

Reconciliation Process

MOCJ is working with researchers at the City University of New York John Jay College of Criminal Justice to produce a comprehensive report documenting the history of racialized policing in New York City. MOCJ also worked with City University of New York John Jay College of Criminal Justice’s

⁸ https://www.nyc.gov/assets/nypd/downloads/pdf/public_information/mass-demonstration-recommendations-status-1222021.pdf

⁹ <https://www.nyc.gov/site/nypd/about/about-nypd/policy/pg--213-20-response-to-first-amendment-activities.page>

National Network for Safe Communities (NNSC) to design a community reconciliation process to acknowledge, address, and develop concrete measures to repair past and present harms caused by racialized policing through policy and practice change. MOCJ has hosted five community listening sessions with more than 70 adult participants and 20 youth participants, to better understand community priorities for engagement with police. Other completed or implemented initiatives to advance reconciliation can be found in the [full Section below](#).

Section 4: The Decriminalization of Poverty

Social issues—such as homelessness, mental health challenges, and substance use disorders—have often been met with law enforcement responses, which places a strain on policing resources, and can result in the criminalization of illness, poverty and their related stressors. Following feedback from the community, the City is assessing the role of law enforcement in addressing these social issues, and which services are best provided by the NYPD or by other agencies with relevant expertise. Public safety must be regularly and constantly examined and assessed in partnership with multiple stakeholders to determine whether law enforcement is the most effective and equitable response. While police play an essential role in keeping communities safe, communities must be co-creators of public safety by collaborating on preferred strategies for reimagining neighborhood policing, preventing crime, and partnering with other city agencies and community organizations.

Many of the initiatives within this Section highlight opportunities to shift the response to certain social issues from the NYPD to other city agencies focused on supportive services, such as the NYC Health + Hospitals, the Fire Department of New York Emergency Medical Services (FDNY EMS), the NYC Department of Health and Mental Hygiene (DOHMH), and the Mayor’s Office to End Gender Based Violence (ENDGBV).

Behavioral Health Emergency Assistance Response Division (B-HEARD)

B-HEARD (Behavioral Health Emergency Assistance Response Division) is New York City’s health-centered response to 911 mental health emergency calls and is part of the City’s commitment to treat mental health crises as public health problems -- not public safety issues. The pilot is an interagency collaboration between the Fire Department of New York Emergency Medical Services (FDNY EMS) and NYC Health + Hospitals with oversight from the Mayor’s Office of Community Mental Health. Services began in three police precincts covering Central and East Harlem in June 2021. Today, the pilot spans across 31 police precincts covering the entire borough of the Bronx and high-needs neighborhoods in Brooklyn, Queens, and Manhattan.

Under the B-HEARD model, emergency medical technicians and paramedics from FDNY EMS and mental health workers from NYC Health + Hospitals respond as a team to 911 mental health calls that do not have violence or weapons as the primary concern. The teams operate seven days a week, 16 hours a day. The goal of the program is to shift the way New York City responds to mental health emergency calls from a public safety response to a public health response. This means the city sends medical professionals whenever possible, instead of sending police by default.

In the first two years of operation, B-HEARD teams responded to over 9,000 mental health 911 calls. During the first six months of 2023, over 40% of B-HEARD patients were provided with connections to community-based behavioral health services that previously did not exist prior to the pilot coming online in June 2021. B-HEARD reflects New York City's commitment to providing people experiencing an emergency mental health crisis with the most appropriate care for their needs, regardless of where they are located.

Overdose Prevention Centers

The overdose crisis remains at epidemic levels nationally and in New York City. Over 3,000 people died of a drug overdose in New York City in [2022](#).¹⁰ In 2021, the Reform Plan renewed the call for New York State to allow an Overdose Prevention Center (OPC) pilot. In response to dramatic increases in overdose deaths, New York City opened the nation's first officially recognized OPCs on November 30, 2021. The two Overdose Prevention Centers operate in East Harlem and Washington Heights, with oversight from the NYC Health Department. At the centers, people can safely use previously obtained drugs under the supervision of trained staff and have drugs tested for substances such as fentanyl and xylazine. The aim is to reduce the risk of harms related to drug use, including fatal overdose, and to provide health services to people who use drugs. In the first year of operation, OPCs were used by 2,841 unique participants and staff intervened 636 times to prevent overdose death or other associated [harms](#).¹¹

Decoupling Services for Survivors of Domestic and Gender-based Violence from Criminal Legal System Involvement

Survivors of domestic and gender-based violence are eligible for numerous resources and services to improve safety and promote healing. Historically, many of these resources and services required survivors to go through the criminal legal system to provide documentation, such as domestic incident reports or orders of protection, to prove their eligibility. Survivors may not have engaged with the criminal legal system, making them ineligible for certain services, such as the Crime Victim Assistance Program. In the Reform Plan, the City commits to improving access to services and support for victims of domestic or family violence. In partnership with ENDGBV, the CUNY Institute for State & Local Governance (ISLG) mapped criminal legal system documentation requirements for gender-based violence public services in NYC. Through interviews and focus groups with more than 50 providers and survivors, ISLG found that few formal documentation requirements remain for public services. However, criminal legal system engagement is often expected or, in practice, erroneously required by providers, to which the project suggested recommendations to mitigate documentation-related barriers for City services. ISLG and ENDGBV's work conducting a deeper exploration of the experiences of criminalized survivors is ongoing.

Other completed or implemented initiatives to advance decriminalization can be found in the [full Section below](#).

¹⁰ <https://home.nyc.gov/assets/doh/downloads/pdf/epi/databrief137.pdf>

¹¹ https://onpointnyc.org/wp-content/uploads/2023/12/ONPOINTNYC_OPCREPORT_small-web1.pdf

Section 5: A Diverse, Resilient, and Supported NYPD

The NYPD has made a concerted effort to recruit more women and people of color, with the aim of creating a workforce that mirrors the communities it serves. Additionally, the Department is working to build a culture that promotes the mental health and wellness of officers, reduces the stigma of seeking help, and promotes stress management. Despite the recent increase in the number of underrepresented persons joining the Department and the creation of NYPD's Health and Wellness Section, there is still significant work needed to build a more diverse and resilient law enforcement agency. This tenet of the Reform Plan is oriented toward building upon the Department's evolving culture by increasing resources and opportunities for officers, as well as promoting professionalism and excellence.

The following initiatives highlight the City's efforts to grow a NYPD workforce that reflects the communities that they serve, to increase internal transparency about NYPD promotions to leadership positions, and to demonstrate the NYPD's efforts to maintain a healthy workforce.

New York City Residency

By prioritizing NYPD applicants who live in NYC, the City seeks a Department with greater familiarity of the communities it serves. In Fall 2021, the Department of Citywide Administrative Services, which oversees the Police Officer Exam, increased the number of points allotted to people who passed the exam and live in NYC. Those who have NYC residency receive 10 points, up from 5 points, added to their final score. Compared to the recruit class of October 2019, where 60% of recruits hired were NYC residents, 67.7% of recruits hired in October 2023 were NYC residents.

Underrepresented Applicants for Discretionary Senior Positions

A number of initiatives in the Reform Plan focus on reducing barriers to recruitment in the NYPD. For example, to encourage a more diverse candidate pool for top NYPD promotions, [Executive Order 67](#)¹² was issued in March 2021, requiring the NYPD to conduct a meaningful interview with at least one qualified applicant of a racial or ethnic group that has been historically underrepresented among leadership positions before filling discretionary senior positions and precinct commander positions.

Critical Incident Stress Management Program

As part of the NYPD's commitment to better support the wellbeing of their service members and build a culture that encourages the use of available mental health resources, in July 2020, the Health and Wellness Section of the NYPD launched their Critical Incident Stress Management program to proactively provide mental health support to members of service who responded to a critical incident. The program is facilitated by a psychologist and peer counselor assigned to the Health and Wellness Section. As of August 2023, 5,200 members of service from 79 commands have participated in the program. Recruitment is ongoing to fill additional psychologist positions to enable further expansion.

Other initiatives to advance resiliency and diversity can be found in the [full Section below](#).

¹² <https://www.nyc.gov/assets/home/downloads/pdf/executive-orders/2021/eo-67.pdf>

While there is still much work to be done, this progress report demonstrates that New York City is setting the foundation for a more equitable future in policing and public safety. In less than three years since the release of the Reform Plan, a majority of the initiatives have been completed or implemented. However, many of these initiatives—especially those focused on foundational, cultural, or systemic aspects of law enforcement—require ongoing commitments to long-term, structural change. Given the relatively short time since their inception, the full impact of these initiatives is not yet known, and continuous assessment and evaluation of reformed or new policies and practices will be required to ensure the NYPD is the model for fair, just, transparent, and accountable policing.

Mayor Adams is continuing this challenging work to reshape and advance public safety in New York City. Progress on the City’s public safety initiatives will continue to be tracked in the planned Public Safety Data Dashboard, as well as through numerous [NYPD reports](#).¹³

Report Organization

Each of the Reform Plan’s focus areas are organized into Sections below. Initiative numbers are included for ease of comparison with the [NYPD Reform Tracker](#).¹⁴ However, in the interest of grouping initiatives together thematically as much as possible, they are not always sequential. A full sequential list of the initiatives follows the next Section. Each initiative update will include current status, more detailed information about implementation activities, any available data regarding implementation, and any next steps. More information about participating agencies and relevant city and state legislation is included in the Appendix.

Initiative Progress Key



The remainder of this report provides more detailed updates on individual initiatives in each of the five Sections. The progress of each initiative is denoted with one of the symbols below. “Implemented” initiatives include initiatives that are either complete or have been implemented and are continuing. Initiatives noted as “In progress” are in the process of being implemented and activities have begun.

¹³ <https://www.nyc.gov/site/nypd/stats/reports-analysis/reports-landing.page>

¹⁴ <https://www.nyc.gov/site/police/police-reform/implementation/implementation.page>

Initiatives in this Report

This table provides an at-a-glance view of each initiative sequentially and their location within this report.

Initiative Number	Initiative Name	Page
1	Build upon the Early Intervention Program and commit to a continuous review to identify at-risk officers.	21
2	Design new interventions, including amplified re-training and senior leader mentorship programs, to reduce risk to the public, and officers.	22
3	Publish annual reports on the EIP and accompanying data on the Department's website.	23
4	Hold police officers accountable for misconduct through internal NYPD disciplinary decisions that are transparent, consistent, and fair.	23
5	The City commits to a semi-annual review in the first year of the Discipline Matrix.	24
6	The NYPD will provide a minimum 30-day public comment period for future changes to the Discipline Matrix.	25
7	Have an oversight entity review disciplinary cases for "failure to take police action" to determine the appropriateness of the penalty range for this type of misconduct.	25
8	NYPD will make public "deviation letters" that set out the Police Commissioner's specific rationale for exercising his or her discretion to deviate from guidelines set by the Discipline Matrix.	26
9	Facilitate timely and necessary access to Body Worn Camera (BWC) footage and officers' disciplinary histories for CCRB cases.	27
10	Give CCRB authority to investigate instances of biased-based policing.	28
11	Allow CCRB to initiate investigations on its own.	28
12	Establish the Patrol Guide Review Committee.	28
13	Strengthen NYPD oversight by expanding CCRB's authority to incorporate the powers of the NYC Department of Investigation Office of the Inspector General for the NYPD and the Commission to Combat Police Corruption.	29
14	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.	29
15	Evaluate the potential for expanding CCRB oversight to additional NYPD employees.	29
16	Support a State Law change to increase the 30-day cap in unpaid suspensions for certain egregious cases of misconduct by police officers.	30
17	Support a State law change to create a pension reduction or forfeiture remedy for the most egregious misconduct cases.	30
18	Special Victims Division (SVD) 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.	31
19	NYPD will provide annual trauma-informed interviewing training for all SVD detectives to ensure respectful and professional communication with victims of trauma and abuse.	32
20	The City is committed to siting new locations for Brooklyn and Queens SVD facilities while continuing to ensure existing facilities meet the needs of the people served.	33
21	End Qualified Immunity at the local level for police officers.	31
22	Create a Citywide policy to strengthen transparency and accountability in the use of biometric technology.	35
23	Launch a website providing information about members' disciplinary histories, including charges, penalties, and trial decisions.	34
24	Issue annual reports on the implementation of the Discipline Matrix.	34
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.	35
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.	36
27	Equip NYC Sheriff's Deputies with Body-Worn Cameras.	36
28	Provide more insight into the NYPD's budget during the FY 2022 Executive Budget by including a more particularized breakdown of the Department's spending.	37

Initiative Number	Initiative Name	Page
29	Work with communities to implement NYC Joint Force to End Gun Violence.	39
30	Expand community-based interventions - double the size of the Cure Violence workforce and triple it by Summer 2022.	40
31	Expand the Community Solutions Program.	46
32	Pilot approaches to helping youth who are at risk for involvement with gun violence.	41
33	Assess and ameliorate the impacts of militarization.	66
34	Launch a series of tools to collect public feedback.	43
35	Routinely, actively, and systematically survey members of the community.	44
36	Expand customer service pilot to all Public Service Areas and Transit Districts.	46
37	Require commanding officers to report customer-service and neighborhood-focused metrics through CompStat and the Neighborhood Strategy Meeting.	47
38	Engage community representatives in reviewing the customer survey and other neighborhood data to inform new metrics agency-wide.	47
39	Develop strategies to encourage members of service with satisfactory performance evaluation histories to remain in their commands.	48
40	Facilitate the immersion of new officers in the neighborhoods they serve through an intensive course and field training.	48
41	Require executive staff to provide transition plans when leaving a command.	49
42	Incorporate direct community participation through Precinct Councils in the selection of Precinct Commanders.	49
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.	97
44	Facilitate hiring and application workshops in communities most affected by the criminal legal system.	97
45	Establish partnerships with groups most affected by the criminal justice system to broaden the recruitment candidate pool.	98
46	Implement mentoring, leadership, and professional development programs to support officers from underrepresented populations early in their careers.	98
47	Expand the People's Police Academy to five precincts.	49
48	Launch the Neighborhood Policing App and expand training to steady sector officers.	50
49	Expand the Precinct Commander's Advisory Councils.	50
50	Expand Pop Up with a Cop.	51
51	Support and expand the Citizens Police Academy by doubling participation.	51
52	Expand the Youth Leadership Councils to 18 precincts and 9 PSAs, bringing the total to 85.	52
53	Expand the Law Enforcement Explorers Program from 2,200 to 3,000 Explorers with enhanced programming.	53
54	Gather community input for the NYPD Community Center in East New York.	53
55	Rehabilitate NYCHA basketball courts.	54
56	Rehabilitate the basketball courts and soccer pitch at Colonel Charles Young Park in Harlem.	54
57	Expand Saturday Night Lights to 100 gyms.	55
58	Respect the right to protest and improve policing of this essential civic activity.	58
59	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.	58
60	Support those seeking NYPD services regardless of their immigration status.	56
61	Continue to better the relationship between the NYPD and Muslim Communities.	57
62	Codify and strengthen the Mayor's Office to Prevent Gun Violence.	42
63	Devise and execute an authentic, participatory acknowledgment and reconciliation process at the city and precinct levels.	62
64	Produce a comprehensive report documenting the past and present history of racialized policing in New York City.	62
65	Acknowledge and investigate past harms brought to light during the reconciliation process.	62

Initiative Number	Initiative Name	Page
66	Work with relevant stakeholders to explore, develop, and champion a reparative justice policy.	62
67	Develop and implement educational materials based on the findings of the reconciliation and restorative justice process.	62
68	Develop and implement training materials to educate new recruit classes of officers on the history, effect, and legacy of racialized policing in NYC based on the findings of the reconciliation and restorative justice process.	62
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.	62
70	The City will require reporting on traffic stops.	63
71	The NYPD Discipline Matrix will be updated to clarify that failure to report bias-motivated or prejudiced policing is subject to applicable progressive discipline.	64
72	Explore providing additional racial bias trainings for all executives in the rank of Captain and above.	65
73	Eliminate the use of unnecessary force by changing culture through policy, training, accountability, and transparency.	67
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.	66
75	Train all officers on Active Bystandership in Law Enforcement (ABLE).	67
76	Enhance positive reinforcement, formally and informally, to change culture ("Shout Out a Co-Worker").	103
77	Consistently assess and improve practices and policies through accreditation.	37
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.	70
79	Assess racial and ethnic disparities in the use and impact of different enforcement tools such as warnings, summonses, arrests, and desk appearance tickets, among others, for comparable offenses, and review practices of the District Attorneys' Offices.	70
80	Systematically examine policies that affect low-income New Yorkers' access to public transportation and may result in contacts with the criminal justice system.	71
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.	71
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.	72
83	The City supports the reimagining of State parole supervision via the passage of the Less is More: Community Supervision Revocation Reform Act.	72
84	Analyze the collateral consequences of drug-related arrests or convictions, including City agency policies regarding findings of drug use.	73
85	The City will expand SYEP by adding 5,000 new spots for CUNY students.	73
86	Create an Ending Poverty to Prison Pipeline initiative to connect low-income and justice-involved clients and their families with streamlined services.	74
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.	75
88	Explore structural opportunities to ensure that health and human services are provided in a supportive and client centric manner.	75
89	Examine whether health and human services Requests for Proposals could include score components that support best practices for serving justice-system affected families and individuals.	76
90	Standardize service entry-points to develop a "no wrong door" approach.	76
91	Build a trauma-informed health and human services sector to prevent justice system contact.	76
92	Commit \$15 million to allow the City Council to fund critical anti-violence, social safety net, and hate violence prevention programming.	77
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 (DYCD).	77
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.	78
95	Redesign the role of school safety agents and prioritize the specific needs of the school community.	79
96	Critically review all policies related to school safety officers' use of physical interventions on students.	79
97	Build a trauma-informed health and human services sector to prevent justice system contact.	80

Initiative Number	Initiative Name	Page
98	Launch a new intensive case management program in underserved communities, called CONNECT, to provide both mobile and site-based care based on intensive, ongoing engagement.	81
99	Double the investment for the expansion of Intensive Mobile Treatment (IMT) Teams for FY 2022.	81
100	Renew the call for New York State to allow the Overdose Prevention Center pilot.	82
101	Transition homeless outreach from the NYPD to DHS.	83
102	Transition street vending enforcement from the NYPD to DCWP.	84
103	Transition press credentialing from NYPD to Mayor’s Office of Media and Entertainment (MOME).	85
104	Center DOT as the agency responsible for ensuring street safety in New York City by expanding their role in serious traffic crashes.	86
105	Transition management of the Crime Victims Assistance Program from the NYPD to the Office of Crime Victims Supports.	86
106	Invest in community-based resources and supports for addressing family violence.	88
107	Analyze barriers to survivors in accessing services and develop recommended strategies for reducing these barriers.	89
108	Mandate training for officers to provide advanced skills to support survivors of and communities affected by domestic- and gender-based violence.	89
109	NYPD will work with ENDGBV to create a formalized structure to receive community feedback, enhance transparency and support accountability to survivors and their communities.	89
110	NYPD will 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.	90
111	NYPD will develop training modules in collaboration with the ENDGBV Training Team.	90
112	Support changes in State Law that would expand the number of crimes for which a victim of sex or labor trafficking could have their conviction vacated.	91
113	Launch Task Force on Health and Safety Needs of Sex Workers to develop recommendations to expand supportive community-based services for sex workers.	92
114	Task Force on Health and Safety Needs will issue recommendations.	92
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.	92
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.	92
117	The Task Force will create strategies to address racialized policing of sex work.	92
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.	92
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 will create proposals to address allegations of past misconduct and abuse, coercion and exploitation of sex workers.	92
120	Develop new strategies to combat trafficking while working to eliminate arrests for selling sex.	93
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 being trafficked.	92
122	Report data on “Crimes with Bias Elements” that do not otherwise constitute Hate Crimes.	57
123	Fund \$1.28 million for the Department of Social Services Homebase budget for a two-year pilot to expand prevention services.	93
124	Make residence in NYC a more significant factor in hiring police officers.	99
125	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.	100
126	Issue an executive order to ensure that a diverse candidate pool is considered for top NYPD promotions.	101
127	Commit to overhauling the discretionary promotion system, in accordance with best practices across law enforcement and in partnership with experts.	102
128	Systematically incorporate accountability into the decision-making process before a member of service is entrusted with additional responsibility.	102
129	Implement systemic checks within the discretionary and civil service promotion processes to identify disparities.	102

Initiative Number	Initiative Name	Page
130	Build a culture that encourages use of coping tools through the Critical Incident Stress Management Program.	104
131	Support professional development through the Commander's Course and leadership development programs.	105
132	Commit to an updated Patrol Guide that is more user friendly, less complex for officers, and transparent to the public.	105

Transparency and Accountability



NYC

Transparency and Accountability

Transparency and accountability are critical to the legitimacy and credibility of law enforcement. During the Reform Plan development process, community members repeatedly called for officers to be held accountable when they cause harm. In addition, NYPD's own members requested internal transparency, expediency, and consistency, both in the disciplinary and promotion processes. The initiatives within this Section were developed to strengthen existing internal and external accountability and oversight mechanisms, including the NYPD's Early Intervention Program, the Civilian Complaint Review Board (CCRB), the Commission to Combat Police Corruption (CCPC), and NYPD Inspector General at the Department of Investigation.

Initiatives were developed to address the following aims:

- **Ensure that at-risk officers (i.e., officers whose performance may impact public and/or officer safety) are identified and that swift, appropriate interventions occur.**
- **Monitor implementation of the Discipline Matrix and enhance transparency regarding its use.**
- **Expand and strengthen the CCRB.**
- **Increase accountability for police misconduct.**
- **Ensure that the Special Victims Division is a model for national best practice.**
- **Establish comprehensive, public reporting on key police reform metrics.**
- **Improve transparency within the NYPD about personal data that is collected and how it is used.**

Progress on each of these aims and strategies—including relevant progress on more targeted initiatives that fall under them—is presented below.

Aim 1: Ensure that at-risk officers (i.e., officers whose performance may impact public and/or officer safety) are identified and that swift, appropriate interventions occur.

While the NYPD conducts robust background checks in order to assess candidates during the hiring process, there are officers who are nonetheless at risk of poor performance, which can impact public and officer safety and community trust. It is imperative that the NYPD invest resources in (1) identifying officers whose performance is sub-optimal at the earliest possible indication of risk, and (2) taking timely and impactful steps to improve officer performance, in order to mitigate any and all unnecessary risk to the public, the officer, and fellow members of the service.

In 2020, the NYPD launched the Early Intervention Program (EIP) in accordance with [Local Law 68](#)¹⁵ to ensure that officers whose behaviors could lead to disciplinary issues or negative interactions with

¹⁵ <http://nyc.legistar1.com/nyc/attachments/2e5f61ec-6179-4542-8ea2-71968c28cf27.pdf>

the public were identified and received swift and appropriate interventions. The EIP uses existing data, including biased policing allegations and use of force information, to proactively identify and assist officers who may be at risk for adverse behaviors. As part of the Reform Plan, the NYPD committed to building on the EIP in a number of ways that are intended to improve both transparency and the internal disciplinary process. These initiatives are summarized below.



Build upon the Early Intervention Program and commit to a continuous review to identify at-risk officers.

TRACKER INITIATIVE #1

Referrals for the NYPD Early Intervention Program are made to the Early Intervention Committee, which is chaired by the Chief of Professional Standards and consists of executives representing the Chief of Department, Chief of Detectives, Chief of Patrol, Chief of Housing, Chief of Transit, Deputy Commissioner of Legal Matters, Deputy Commissioner of Equity and Inclusion, and Chief of Personnel. The committee meets on a quarterly basis, at minimum.

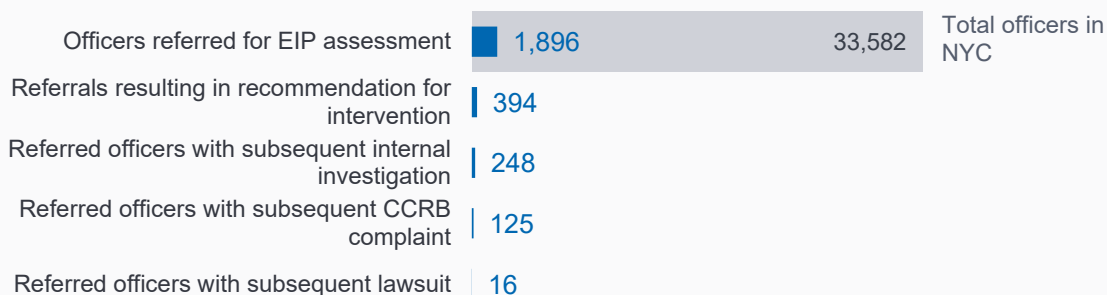
Thresholds for program referral are based on those enumerated by the court-ordered Federal Stop, Question, and Frisk [Monitorship](#),¹⁶ and City Council, including, but not limited to: three or more arrests prosecutors declined to prosecute in a 12-month period in certain specified categories; a suppression decision in a case involving a stop, trespass enforcement, or racial profiling or slur; a court finding of incredible testimony; a declination by the Law Department to represent or indemnify the officer in a lawsuit; and any complaint against the officer alleging racial profiling or the use of a racial slur. Additional criteria for referral to the program were added in 2022. Interventions may include training, enhanced supervision, mentoring, and monitoring.

As shown in the figure below, between program start in August 2020 and December 2023, 1,897 referrals were made for uniformed members of service to be assessed for potential early intervention. Fifty-five percent were referred due to conducting three or more arrests where prosecutors declined to prosecute in a 12-month period, while 28% were referred for a biased policing allegation and 2% for a recent history of CCRB complaints. Of referrals for assessment, 393 (21%) resulted in recommendations for intervention. The most common interventions recommended were additional training and enhanced review of body-worn camera footage by an officer's supervisor. Among officers who were assessed by EIP, 6.5% have since received CCRB complaints, 13% have become the subject of an internal investigation, and 2% have become the subject of a lawsuit. Currently, the Department is in the design phase of a computer application that will holistically look at employees and warn of potentially risky behaviors.

¹⁶ <https://www.nypdmonitor.org/>

FIGURE 1.

Among a total pool of 33,582 officers in New York City, 1,896 (5.6%) were referred for EIP assessment from August 2020 - December 2023.



Design new interventions, including amplified re-training and senior leader mentorship programs, to reduce risk to the public and officers.

TRACKER INITIATIVE #2

The NYPD has committed to constantly refining the EIP to include new interventions. Since the introduction of the EIP, the Department has developed new interventions based on feedback from officers, supervisors, and executives. Training programs have been expanded to include, but not limited to, training in tactics, law, and communication skills. In addition, Borough Adjutants, the risk management liaisons at the borough level, have been empowered to take on a frontline role in EIP. They participate in the Early Intervention Committee meetings and are responsible for ensuring command compliance with the program. With the assistance of the Professional Standards Bureau, Borough Adjutants have provided one-on-one mentoring to officers. In addition, the Department is integrating technology tools available into the EIP and using it to guide at-risk officers.



Implemented

Publish annual reports on the EIP and accompanying data on the Department's website.

TRACKER INITIATIVE #3

The NYPD has published quarterly data and annual EIP reports on the NYPD [website](#)¹⁷ since January 2021.

Aim 2: Monitor implementation of the Discipline Matrix and enhance transparency regarding its use.

In January 2019, a blue-ribbon panel of judges and former prosecutors made 13 recommendations to improve the New York City Police Department's internal discipline process. The Department accepted them all, including the recommendation that a discipline penalty matrix be developed to outline the presumptive penalties for a wide variety of possible offenses – both violations of internal department rules and police misconduct during encounters with members of the public. Following two years of preparation, the NYPD released the [Disciplinary System Penalty Guidelines](#)¹⁸ (the Discipline Matrix) in January 2021.

The NYPD is committed to continually reviewing the Discipline Matrix and to take other measures that ensure that members of service who engage in misconduct, cause harm, or violate policy will be held accountable. The following initiatives summarize these efforts.



Implemented

Hold police officers accountable for misconduct through internal NYPD disciplinary decisions that are transparent, consistent, and fair.

TRACKER INITIATIVE #4

The NYPD's Discipline Matrix sets standards of performance and conduct and establishes fair consequences for failing to adhere to these standards. In addition, it provides an overview of the goals of internal discipline, defines the presumptive penalties for specific acts of substantiated misconduct by officers, and outlines potential aggravating and mitigating factors that may be considered when assessing a disciplinary penalty.

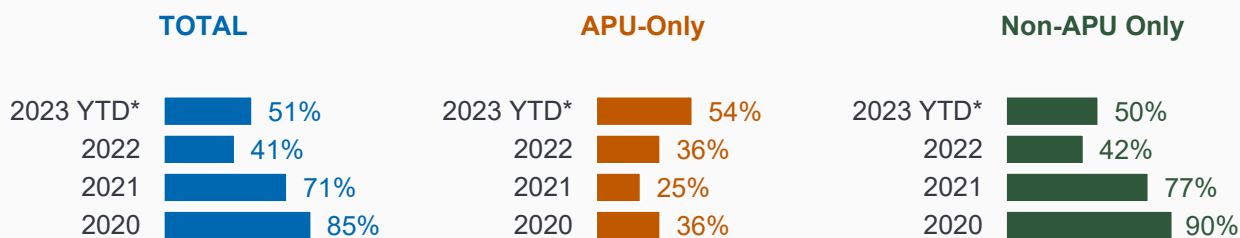
¹⁷ <https://www.nyc.gov/site/nypd/stats/reports-analysis/early-intervention-program-reports.page>

¹⁸ https://www.nyc.gov/assets/nypd/downloads/pdf/public_information/nypd-disciplinary-penalty-guidelines-effective-2-15-2022-final.pdf

Following the release of the Discipline Matrix in January 2021, the CCRB and the NYPD signed an agreement in February 2021 that outlined how to implement it. In February 2022, the guidelines were [revised](#),¹⁹ with penalties specified for additional categories of misconduct, and clarification around penalties for domestic violence incidents and the goals and processes of progressive discipline. While there has been fluctuation in overall concurrence rate since 2021, for more severe cases pursued by the CCRB’s Administrative Prosecution Unit (APU), the concurrence rate increased from 25% in 2021 to 54% as of September 2023 (data provided by the CCRB).

FIGURE 2.
In 2022, the overall concurrence rate was 41%. As of September 2023, annual overall concurrence rate increased to 51%.

*YTD as of September 2023



The City commits to a semi-annual review in the first year of the Discipline Matrix.

TRACKER INITIATIVE #5

Beginning in July 2021, the NYPD began a semi-annual review of the Discipline Matrix calling on subject matter experts within the agency, as well as the other city agencies, such as the CCRB and CCPC. Draft revisions were posted to the NYPD website in November 2021 for review and public comment until December 2021. Revised guidelines were published in February 2022. In April of that year, the NYPD began another review of the Discipline Matrix. Draft revisions were posted to the NYPD website for review and public comment until June 2023. Recommendations have been presented to the Police Commissioner and are still under review. The NYPD commits to an ongoing review process of the policies and penalties outlined in the Discipline Matrix. Any recommended changes will be [publicly](#)²⁰ posted for a 30-day public comment period prior to implementation. Approved changes will be posted to the NYPD website on or before the date they take effect.

¹⁹ https://www.nyc.gov/assets/nypd/downloads/pdf/public_information/nypd-disciplinary-penalty-guidelines-effective-2-15-2022-final.pdf

²⁰ <https://www.nyc.gov/site/nypd/about/about-nypd/public-comment.page>



Implemented

The NYPD will provide a minimum 30-day public comment period for future changes to the Discipline Matrix.

TRACKER INITIATIVE #6

The NYPD will continually review the policies and penalties outlined in the Discipline Matrix. Any recommended changes will be [publicly](#)²¹ posted for a 30-day public comment period prior to implementation. Approved changes will be posted to the NYPD website on or before the date they take effect. Once the public comment period concludes, all comments will be provided to Police Commissioner for review and consideration.



Implemented

Have an oversight entity review disciplinary cases for “failure to take police action” to determine the appropriateness of the penalty range for this type of misconduct.

TRACKER INITIATIVE #7

“Failure to take police action” encompasses a wide variety of misconduct, from failing to respond promptly to a radio run to failing to take investigative steps or failing to make an arrest. Each incident is thoroughly investigated, and appropriate discipline is determined on a case-by-case basis. The original penalty range set forth in the Discipline Matrix for an officer’s failure to take action was a presumptive penalty of 20 penalty days (i.e., the forfeiture of vacation days and/or the imposition of suspension without pay for a specified time period), which could be decreased to a minimum of 10 days if mitigating factors were present or increased up to 30 days if there were aggravating factors. The Commission to Combat Police Corruption (CCPC) examined whether the penalty range was sufficient to address this misconduct. The Commission looked at all cases that were adjudicated during the four years prior to the implementation of the Discipline Matrix and revisited 86 that included either a charge of “failure to take police action” or involved conduct that the Commission believed would fit into the description of “failure to take police action.”

Following its review, the [Report on Matrix Penalties for Failure to take Police Action](#)²² was published on CCPC’s website in October 2021. The CCPC made seven recommendations. Specifically, after reviewing these cases and reasoning that certain failures to take action—particularly those involving vulnerable people, multiple derelictions of duty, failures with serious consequences or the potential for serious consequences, and those involving an officer’s failure to take even minimal action—deserved greater penalties; they recommended that the maximum penalty be increased to termination. In

²¹ <https://www.nyc.gov/site/nypd/about/about-nypd/public-comment.page>

²² <https://www.nyc.gov/assets/ccpc/downloads/pdf/Report-on-Matrix-Penalties-for-Failure-to-Take-Police-Action-October-2021.pdf>

February 2022, the NYPD adopted this recommendation for instances in which aggravating factors were present.

The other recommendations made by the Commission have not yet been adopted by the NYPD, including: adding factors to indicate what types of misconduct will result in increased penalties for “failure to take police action;” expediting the adjudication of those cases when the NYPD seeks dismissal probation, forced separation, or termination as part of the penalty, or closely monitoring officers during the pendency of the disciplinary prosecution; and adding a penalty range in the Disciplinary Matrix for failing to report suspected misconduct to the Internal Affairs Bureau.

In its 2023 draft of proposed revisions to the matrix, the Department has included a new penalty range for failing to report misconduct to the Internal Affairs Bureau. The proposed penalty range is the forfeiture of five to 20 penalty days. CCPC will continue to examine the adequacy of the penalties in failure to take police action cases in its upcoming audit of the NYPD’s disciplinary system.



NYPD will make public “deviation letters” that set out the Police Commissioner’s specific rationale for exercising his or her discretion to deviate from guidelines set by the Discipline Matrix.

TRACKER INITIATIVE #8

Pursuant to the City Charter and several memoranda of understanding between the NYPD and the CCRB, the Police Commissioner, when making a final determination in a disciplinary matter that was investigated and substantiated by CCRB, must transmit a letter to CCRB explaining any downward departures from the Board’s disciplinary recommendations.

As part of the [joint agreement](#)²³ between the NYPD and CCRB to adopt the use of the NYPD’s Discipline Matrix in 2020, the NYPD committed to also making such deviation letters [publicly](#)²⁴ available under the following circumstances: (1) when the Police Commissioner imposes a disciplinary penalty set forth in the Discipline Matrix that is lower than CCRB’s recommended penalty, or (2) when extraordinary circumstances exist based on the facts and circumstances that a complete departure from the penalties set forth in the Discipline Matrix is warranted.

The written explanation will describe with particularity the basis for such determination with reference to the guidelines set forth in the Discipline Matrix, including but not limited to aggravating and mitigating factors, and a description of how those factors were applied. In 2021, there were deviations from the Discipline Matrix in six cases covering seven officers, representing 1.4% of all disciplinary cases closed in 2021. In calendar year 2023, there were two deviation letters – involving two members of the service.

²³ <https://www.nyc.gov/site/nypd/about/about-nypd/policy/ccrb-nypd-mou-discipline-matrix.page>

²⁴ <https://nypdonline.org/link/1035>

Aim 3: Expand and strengthen the CCRB.

The Reform Plan sought to broaden what the CCRB can access and investigate in the single largest expansion of authority of the CCRB since it was established in 1993.



Implemented

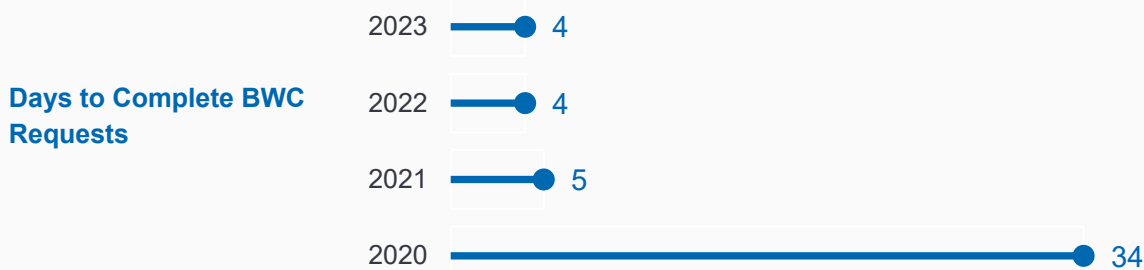
Facilitate timely and necessary access to Body Worn Camera (BWC) footage and officers' disciplinary histories for CCRB cases.

TRACKER INITIATIVE #9

NYPD and CCRB have established a protocol to facilitate the CCRB's access to BWC footage. According to data from the NYPD, during 2020, the average time for NYPD to complete CCRB's request for BWC footage was 34 business days. In 2021, the average time decreased to 5 business days. In 2022 and 2023, the average time decreased to 4 business days.

FIGURE 3.

In 2020, the average time for NYPD to complete CCRB's request for BWC footage was 34 business days. In 2023, average time to complete requests decreased to 4 business days.



Implemented

Give CCRB authority to investigate instances of biased-based policing.

TRACKER INITIATIVE #10

In 2021, the City Council passed [Local Law 47 \(2021\)](https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=4770945&GUID=B5D55B19-D0FD-440C-999F-1708BF09F374&Options=ID%7CText%7C&Search=),²⁵ which amended the New York City Charter to clarify that investigating allegations of “racial profiling and bias-based policing” falls under the CCRB’s “abuse of authority” jurisdiction. Prior to this amendment, all profiling and biased policing complaints

²⁵ <https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=4770945&GUID=B5D55B19-D0FD-440C-999F-1708BF09F374&Options=ID%7CText%7C&Search=>

received by the CCRB were referred to the NYPD's Internal Affairs Bureau. The New York City Commission on Human Rights also investigates complaints of bias-based profiling by all New York City-based law enforcement officers (i.e., NYPD, sheriffs, guards in City facilities, and special patrolmen appointed by the NYPD, such as civilian school safety officers).

As of October 2022, the CCRB's new Racial Profiling and Biased-Based Policing Unit began investigating civilian complaints of profiling/biased policing by uniformed (not civilian) members of the NYPD based on 10 different protected categories: race, national origin/ethnicity, color, religion, age, immigration or citizenship status, gender/gender identity, sexual orientation, disability, and housing status.



Implemented

Allow CCRB to initiate investigations on its own.

TRACKER INITIATIVE #11

In December 2021, the City Council passed [Legislation Int. 2440-2021](#)²⁶ enabling CCRB to self-initiate complaints. Previously, the CCRB could only investigate cases brought to it through a civilian complaint. The Board underwent the rulemaking process and adopted the new rules in September 2022, and the CCRB began having the ability to self-initiate complaints in October 2022.



In progress

Establish the Patrol Guide Review Committee.

TRACKER INITIATIVE #12

The City is exploring options for a Patrol Guide Review Committee.



In progress

Strengthen NYPD oversight by expanding CCRB's authority to incorporate the powers of the NYC Department of Investigation Office of the Inspector General for the NYPD, and the Commission to Combat Police Corruption.

TRACKER INITIATIVE #13

The City continues to review the legality and feasibility of police oversight entity consolidation with input from CCRB, OIG-NYPD, and CCPC.

²⁶ <https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=5205437&GUID=9C384197-992F-4D38-9581-F3A56E206546>



In progress

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.

TRACKER INITIATIVE #14

Introduced in 2023, [Senate Bill S6267](#)²⁷ and [Assembly Bill A370](#)²⁸ would allow the New York City Civilian Complaint Review Board to access certain sealed records.



Implemented

Evaluate the potential for expanding CCRB oversight to additional NYPD employees.

TRACKER INITIATIVE #15

In 2021, the Mayor's Office evaluated the possibility of expanding CCRB jurisdiction to include the investigation of complaints of force, abuse of authority, discourtesy, and offensive language alleged to have been committed by public-facing civilian members of service of the NYPD. The analysis found allegations of such violations against civilian members were minimal, and the operational hurdles to including civilian members were significant and implicated issues that would need to be subject to union bargaining. As a result, the recommendation was to not expand CCRB's jurisdiction to include investigations of complaints against civilian members at that time.

²⁷ [https://www.nysenate.gov/legislation/bills/2023/S6267#:~:text=2023%2DS6267%20\(ACTIVE\)%20%2D%20Summary,the%20board's%20duties%20and%20functions](https://www.nysenate.gov/legislation/bills/2023/S6267#:~:text=2023%2DS6267%20(ACTIVE)%20%2D%20Summary,the%20board's%20duties%20and%20functions)

²⁸ <https://www.nysenate.gov/legislation/bills/2023/A370>

Aim 4: Increase accountability for police misconduct.



In progress

Support a State Law change to increase the 30-day cap in unpaid suspensions for certain egregious cases of misconduct by police officers.

TRACKER INITIATIVE #16

Introduced in 2023, [Senate Bill S2818](https://www.nysenate.gov/legislation/bills/2023/S2818)²⁹ and [Assembly Bill A6033](https://www.nysenate.gov/legislation/bills/2023/A6033)³⁰ propose indefinite suspension without pay of New York City police officers who are charged with incompetence or misconduct in certain cases.



In progress

Support a State law change to create a pension reduction or forfeiture remedy for the most egregious misconduct cases.

TRACKER INITIATIVE #17

Legislation has been drafted, but not yet introduced in the New York State Senate or Assembly.



Implemented

End Qualified Immunity at the local level for police officers.

TRACKER INITIATIVE #21

Please note – the status and summary for this initiative have been moved to this aim, as it fits better with other initiatives aimed at promoting increased accountability for police misconduct.

In March 2021, the New York City Council passed [Local Law 48](http://nyc.legistar1.com/nyc/attachments/be1b5cd5-2ff9-4e6d-a9e7-ddcd5abcec8c.pdf),³¹ which created a local private right of action for violations of rights protected by the Fourth Amendment, along with the elimination of the defense of qualified immunity in those cases. Qualified immunity would otherwise shield officers who are performing discretionary functions from civil liability. The law went into effect in April of 2021.

²⁹ <https://www.nysenate.gov/legislation/bills/2023/S2818>

³⁰ <https://www.nysenate.gov/legislation/bills/2023/A6033>

³¹ <http://nyc.legistar1.com/nyc/attachments/be1b5cd5-2ff9-4e6d-a9e7-ddcd5abcec8c.pdf>

Since the law’s passage, the Law Department has not asserted the defense of qualified immunity in relevant state law cases.

Aim 5: Ensure that the Special Victims Division is a model for national best practice.

Following a 2018 investigation by the NYC Department of Investigation, the NYPD committed to rebuilding the Special Victims Division (SVD) to be a nation-wide model through additional training and providing additional resources to survivors. The SVD has been undergoing extensive reforms to uphold and strengthen the NYPD’s commitment to survivors of sexual assault. The initiatives below touch upon a review of SVD policies and practices, increased trauma-informed empathy-based training, and new facilities.



Implemented

Special Victims Division’s (SVD) 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.

TRACKER INITIATIVE #18

In an effort to improve how the NYPD handles sexual assault cases, the Police Commissioner directed an independent assessment be conducted of NYPD’s processes and procedures for investigating and prosecuting sexual assault cases. The Research Triangle Institute (RTI), a leading research organization, was hired to conduct the review. The review encompassed interviews of internal and external stakeholders, a thorough examination of all sexual assault policies, and an analysis of all related training programs, as well as a review of 150 closed sexual assault cases that occurred between 2018 and 2020.

The [report](#),³² which was published in May 2022 on the NYPD website, made 14 recommendations in the areas of policy and procedure, training, investigative response, and partnerships. At the same time, the NYPD published an accompanying “[Forward-Looking Plan for the Special Victims Division](#)”³³ to highlight enhancements already made and plans to address RTI’s recommendations for improving the SVD, with a renewed focus on survivor-centered services. The activities related to each of these recommendations was completed in December 2023.

³² <https://www.nyc.gov/assets/nypd/downloads/pdf/publications/rfi-final-report-2022.pdf>

³³ <https://www.nyc.gov/assets/nypd/downloads/pdf/publications/nypd-forward-looking-plan-svd-may-2022.pdf>

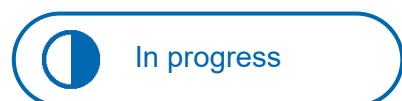
One of these recommendations entails the NYPD conducting a new training for all existing members, as well as a five-day training and an eight-week mentoring program for SVD members. The NYPD has also designed an SVD supervisor-specific training that launched in December 2022. All trainings include speakers from not only SVD but also from a variety of outside agencies (e.g., Administration for Children’s Services, advocates, hospital staff, district attorneys’ offices). This new approach aims to ensure personnel are well-versed not only in NYPD policies, but also the challenges and concerns of partner agencies.



NYPD will provide annual “trauma-informed interviewing” training for all SVD detectives to ensure respectful and professional communication with victims of trauma and abuse.

TRACKER INITIATIVE #19

In July 2022, SVD personnel received the first iteration of a three-day seminar focusing on trauma-informed interviewing techniques. In this seminar, leading experts (both clinical and law enforcement) instructed NYPD SVD personnel on the current best practices to improve investigations, benefiting the survivor and the investigator alike. The course incorporated both lecture and interactive exercises with collaboration from community partners in the sexual assault treatment field. As of March 30, 2023, the annual 3-day trainings have been completed. The NYPD completed training for all investigators that were assigned to the division by December 2023.



The City is committed to siting new locations for Brooklyn and Queens SVD facilities while continuing to ensure existing facilities meet the needs of the people served.

TRACKER INITIATIVE #20

SVD facilities are being evaluated through a survivor-focused lens, starting with the very first interaction and continuing through the entire investigative process. Facility changes will and have been focused on helping survivors to feel safe, comfortable, and supported. The relocation plan for the Brooklyn and Queens SVD facilities was created to ensure victims of sexual assault were receiving the best response from the NYPD. The new locations will provide all the requisite programmatic needs, including multiple interview rooms, natural light, and separate entrances and waiting rooms for victims/witnesses and perpetrators. Brooklyn SVD, Transit SVD and Brooklyn Child Abuse Squad are currently co-located at 45 Nevins St. Queens SVD will relocate to 6920-6930 Austin Street. NYPD finalized preliminary plans and scopes of work for the new facility, and construction is expected to begin by the summer of 2024.

Aim 6: Establish comprehensive, public reporting on key police reform metrics.

To effectively measure progress, metrics related to key police reforms will be made available to the public. NYPD committed to launching a website providing information about uniformed members of service (UMOS) disciplinary histories, as well as releasing annual reports on the implementation of the Discipline Matrix. Each of these efforts, which are intended to provide more transparency and opportunities for the public to comment on NYPD policies, is described in more detail below.

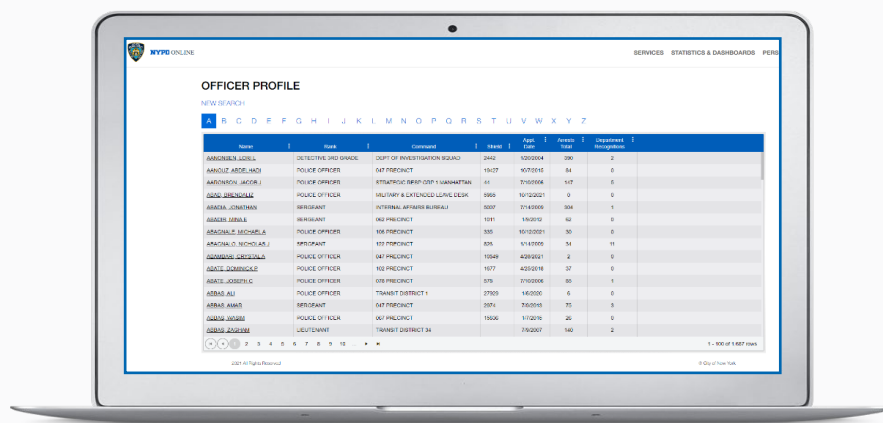


Launch a website providing information about members' disciplinary histories, including charges, penalties, and trial decisions.

TRACKER INITIATIVE #23

The NYPD [Officer Profile Portal](#)³⁴ was created in March 2021. This publicly accessible database allows users to search by specific UMOS and view various employment-related data points. The discipline history on the officer profile displays the date of any charges, a description of the charges, the disposition, and any penalty imposed. In addition, the online portal now includes previously issued trial decisions dating back to 2008.

FIGURE 4.
The Officer Profile Portal was created in March 2021.



³⁴ <https://nypdonline.org/link/2>



Implemented

Issue annual reports on the implementation of the Discipline Matrix.

TRACKER INITIATIVE #24

To promote transparency in the disciplinary process, the NYPD continues to publicly release annual discipline reports that include information about disciplinary cases and outcomes, disciplinary recidivism, timeliness of prosecutions, and personnel demographics. The [2021 report](#)³⁵ was released in September 2022; for the first time, the report included deviation letters explaining the Police Commissioner’s justification for any deviations from the Discipline Matrix. Discipline reports are accessible via the NYPD’s Discipline in the NYPD [site](#).³⁶



Implemented

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.

TRACKER INITIATIVE #25

To promote transparency in policy changes, the NYPD will seek public comment on policy changes that will have significant public impact. Recently the NYPD has sought public comment on its “First Amendment Policy” and the “Discipline Matrix.” Responses were collected from a broad spectrum of perspectives, including private citizens, governmental organizations, elected officials, and labor unions. These policies were posted and open for public comment for 30 days. Policies and responses to comments received are accessible via the [NYPD’s Policies site](#).³⁷ The NYPD is evaluating the most efficient method for soliciting external feedback from members of the public and other community stakeholders on the policies that have the greatest public impact.

Aim 7: Improve transparency within the NYPD about personal data that is collected and how it is used.

Transparency is critical to earning and maintaining the trust of the community. With the increasing use of technology in law enforcement, it is vital to assess the collection of personal data and its use.

³⁵ https://www.nyc.gov/assets/nypd/downloads/pdf/analysis_and_planning/discipline/discipline_2021_v8.pdf

³⁶ <https://www.nyc.gov/site/nypd/stats/reports-analysis/discipline.page>

³⁷ <https://www.nyc.gov/site/nypd/about/about-nypd/public-comment.page>



In progress

Create a Citywide policy to strengthen transparency and accountability in the use of biometric technology.

TRACKER INITIATIVE #22

Please note - the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at improving transparency around personal data collection by the NYPD.

The City is exploring ways to strengthen transparency and accountability of Artificial Intelligence (AI) and algorithms, including those that would be considered biometric technology, through the development of an [AI Action Plan](#),³⁸ expanded reporting of public-facing algorithmic-based tools, and issuing and updating relevant citywide policies.



Implemented

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.

TRACKER INITIATIVE #26

The Public Oversight of Surveillance Technology (POST) Act took effect in July 2020, with the intent of increasing public oversight of the NYPD's use and implementation of surveillance technologies and the impact of the use of those technologies. The NYPD had 180 days from the Act's passage to comply by drafting and publicly publishing Impact and Use Policies. Draft policies were posted in January 2021 and available for public comment on the Department's website for 45 days. In light of public feedback, the Department strengthened the policies in several ways, such as adding information relating to surveillance technology capabilities and rules of use, clarifying court authorization requirements, and further explaining retention policies and procedures. The final [Impact and Use Policies](#)³⁹ were published in April 2021. As new surveillance technologies are implemented, the Department will post a draft impact and use policy on their website at least 90 days prior to use. The Department will also provide addendums to impact and use policies where enhancements are acquired for a specific technology, or the technology is used in a manner not previously disclosed. In November 2022, the Office of the Inspector General for the NYPD within the NYC Department of Investigation released a [report](#)⁴⁰ on the NYPD's compliance with the POST Act and issued 15 recommendations, to which the NYPD [responded](#).⁴¹

³⁸ <https://www.nyc.gov/assets/oti/downloads/pdf/reports/artificial-intelligence-action-plan.pdf>

³⁹ <https://www.nyc.gov/site/nypd/about/about-nypd/policy/post-act.page>

⁴⁰ https://www.nyc.gov/assets/doi/reports/pdf/2022/POSTActReport_Final_11032022.pdf

⁴¹ <https://www.nyc.gov/assets/nypd/downloads/pdf/oig-report-responses/nypd-response-2022-post-act.pdf>

Other Transparency and Accountability Initiatives



Implemented

Equip NYC Sheriff's Deputies with Body-Worn Cameras.

TRACKER INITIATIVE #27

Body-worn cameras for Deputy Sheriffs have been fully deployed as of March 1, 2022, and there will be ongoing upgrades to the technology.



Implemented

Provide more insight into the NYPD's budget during the FY 2022 Executive Budget by including a more particularized breakdown of the Department's spending.

TRACKER INITIATIVE #28

NYPD updated their budget functions to provide more detailed insight into how funding is allocated. This update went into effect during the FY23 Preliminary Budget. The published document can be found on the [OMB website](#).⁴²



In progress


Consistently assess and improve practices and policies through accreditation.

TRACKER INITIATIVE #77

Please note - the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at promoting increased transparency and accountability for the NYPD.

In order to assess and improve practices and policies, the NYPD is pursuing law enforcement accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). CALEA is a non-profit credentialing authority that improves law enforcement service by creating a national body of standards, assessing law enforcement agency compliance, and facilitating agencies' pursuit of professional excellence. The CALEA accreditation process is designed to enhance law enforcement as a profession and improve law enforcement service delivery. CALEA requires policies to emphasize the agency's core values and intent to meet the public's expectations, on topics

⁴² <https://www.nyc.gov/site/omb/publications/budget-reports.page?report=Budget%20Function>



including de-escalation, the use of deadly force, the use of less lethal weapons, and policies surrounding intervention and rendering aid. The NYPD is evaluating the Department's readiness for a formal assessment. Accreditation will be awarded depending on the results of the assessment.

Community Representation and Partnership



Community Representation and Partnership

Community engagement is a central tenet of effective public safety. During the development of the Reform Plan, New Yorkers identified areas where the existing relationship between the community and the NYPD could be improved via collaboration and communication. The goal is to generate genuine community engagement and emphasize thoughtful problem-solving.

Initiatives were developed to address the following aims:

- **Work with communities to prevent gun violence.**
- **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 increase officers' cultural competence.**
- **Transform public space to improve community safety.**
- **Improve relationships with NYC's communities by increasing outreach, supporting services for immigrants, and increasing language access.**
- **Enhance community-based approaches to combating bias and hate crimes.**

Progress on each of these aims and strategies—including relevant progress on more targeted initiatives that fall under them—is presented below.

Aim 1: Work with communities to prevent gun violence.



Implemented

Work with communities to implement NYC Joint Force to End Gun Violence.

TRACKER INITIATIVE #29

The NYC Joint Force to End Gun Violence conducted shooting reviews of incidents, starting with a focus on incidents in select precincts and then city-wide, with participation by NYPD, other City agencies, District Attorneys, and community groups. Based on lessons learned from the reviews, the process was concluded and replaced by a Mayor's Office of Criminal Justice initiative to work directly with community leaders to identify and address root causes of gun violence, as well as an initiative with the City University of New York John Jay College of Criminal Justice's National Network for Safe Communities to study how the City can identify and reach those most likely to commit gun violence.



Expand community-based interventions -- double the size of the Cure Violence workforce and triple it by summer 2022.

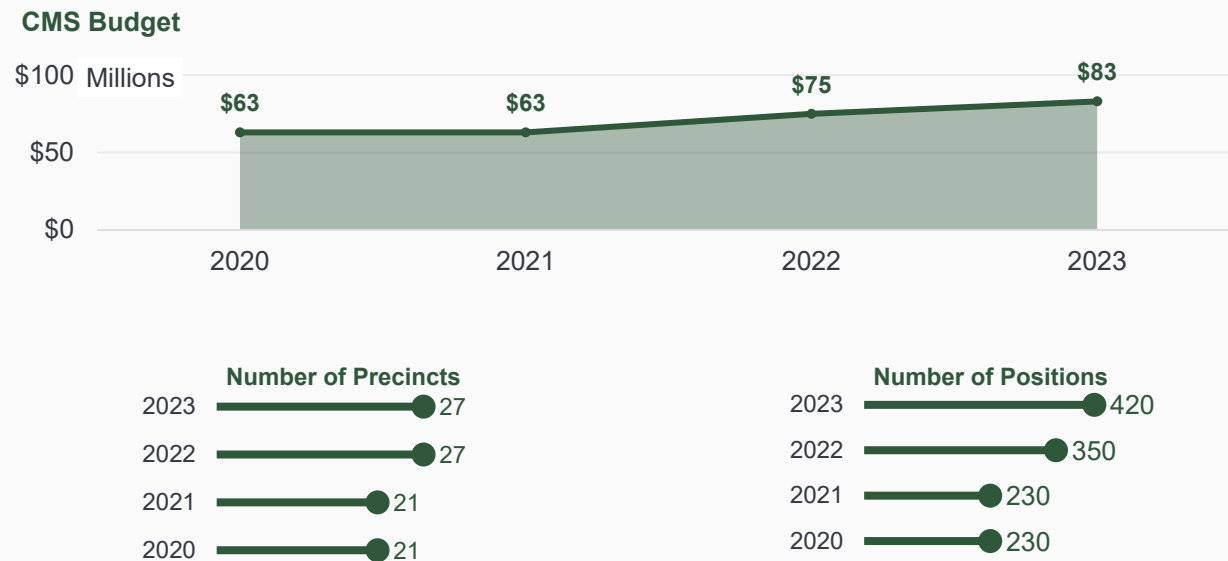
TRACKER INITIATIVE #30

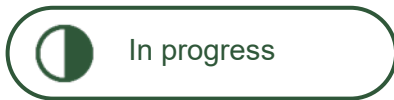
The Crisis Management System (CMS) is a system of approximately 60 different community-based organizations designed to holistically address the issue of gun violence in the communities across NYC with the highest incidents of gun violence. At the core of CMS is street outreach and violence prevention work that uses the Cure Violence model of mediating conflicts. Partner organizations deploy credible messengers who can engage high-risk individuals involved in gun carrying networks to facilitate pathways toward positive behaviors and connect them to resources. Additionally, supportive services and resources are available to support healing, job readiness, employment opportunities, mental health services, trauma counseling, and linkages to other critical resources.

The budget for CMS increased by 19 percent from \$63 million in 2020 to \$86 million in 2023. Funded positions increased by almost two-thirds between 2020 and 2023.

FIGURE 5. **CMS budget, number of precincts where CMS was implemented, and number of funded positions (front-line staff, excluding supervisors) have increased.**

2023 YTD as of August 2023





Pilot approaches to helping youth who are at risk for involvement with gun violence.

TRACKER INITIATIVE #32

The NYC Mayor's Office of Criminal Justice (MOCJ) is working in partnership with community organizations and other government agencies to implement several different anti-violence pilot initiatives, with a focus on providing supportive services to at-risk young adults. MOCJ is evaluating these initiatives for potential expansion. These anti-violence initiatives include:

Project Restore Bedford-Stuyvesant

Project Restore is an immersive year-long initiative designed to assist young men at-risk for crime and violence due to involvement in street formations. The project is a collaboration between the NYC Mayor's Office of Criminal Justice, Kings County District Attorney's Office, Bridge Street Development Corporation, Columbia University Justice Ambassadors Youth Council, and Inside Circle. The program provides participants with wraparound services including case management, mentorship, paid internship employment, targeted education and life skills training, and restorative justice programming. The goal of Project Restore is for the participants to become more secure, self-sufficient adults, who are committed to disrupting cycles of violence and working towards better lives for themselves and those in their communities. The initial Project Restore cohort of 30 participants launched in early 2023 and Columbia University's Center for Justice will conduct an evaluation of the program's impact.

Precision Employment Initiative

The Precision Employment Initiative (PEI) is an anti-gun violence prevention program that is designed to employ up to 3,000 people in specific areas accounting for upwards of 50% of gun violence, including Brownsville in Brooklyn, Mott Haven in the Bronx, and Jamaica in Queens, with expansion to other neighborhoods as needed. Eligible participants are enrolled in high-paying job training and employment (\$20/hour) focused on creating a greener, healthier, and cleaner city. The job opportunities provide a realistic alternative for those most susceptible to being involved in gun violence while also providing interventions including, but not limited to, social service supports and mediation. The program works through a contract with BlocPower LLC and other subcontracted community-based partner organizations. For youth-specialized cohorts of PEI (ages 14-24), the focus is on three core areas: Media Incubator (Op WRAF), Entrepreneurship Bootcamps, and a Barbershop training program.

- Youth Media Incubator referred to as Operation WRAF (Writing, Rapping, Acting, Filming): Op WRAF, a collaboration with Gentleman's Factory, along with other CBOs including Elite Learners, ARA Emotional Wellness & Mental Hygiene, PowerTools, and Community Changing Fund, connects youth in Brownsville and the South Bronx ages 16-24 at risk of gun violence with mentors and award-winning experts within the film, writing, acting, and music industry. Throughout the year, in facilitated workshops, the two cohorts of 25 participants each write

and produce short films and the accompanying art that channels their experiences growing up in their communities.

- **Entrepreneurship Bootcamps:** a collaboration with the NYC Department of Small Business Services and the Gentleman’s Factory, entrepreneurship bootcamps help develop student ideas into businesses. Over the course of the program, students learn how to select, research, vet, develop, market, and understand the core elements of how to turn their ideas into tangible products and services. Entrepreneurship is one of the leading avenues to wealth creation and the bootcamps are designed to provide participants with knowledge, training, and resources while also building up their confidence to start and run their own businesses. Each cohort runs for two weeks, 20 hours per week, totaling 40 hours of instructional time, with the goal of 10 cohorts per quarter totaling 100 participants per quarter.
- **Barbershop Cohort:** A partnership with Harlem Mothers & Fathers Stop Another Violent End, Inc. and Big Russ Barbershop to provide social and emotional development workshops and workforce development skills training in barbershop grooming. The program targets youth and young adults and equips trainees with the skills they need to earn an income, while empowering them to make behavioral changes that position them to grow and thrive. The program aims to enroll 100 participants per cohort of youth who express an interest in becoming barbers. The program is an introduction to basic barber skills, customer service, and social emotional competency development. Trainees are engaged for 1-2 years in approximately 6 hours a week of barber vocational training and 4 hours a week in social and emotional education and development workshops.



Implemented

Codify and strengthen the Mayor’s Office to Prevent Gun Violence.

TRACKER INITIATIVE #62

Please note - the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at reducing gun violence.

The Mayor’s Office for Neighborhood Safety and Prevention of Gun Violence was codified in the New York City Charter by [Local Law 29 of 2022](#),⁴³ with a mandate to "address gun violence and public safety holistically, using an approach that considers socioeconomic and public health factors and seeks to address the root causes of violence.

⁴³ <https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=3331699&GUID=C999B768-CBC9-4250-B5BD-65E1FEC2A99B>

Aim 2: Consistently solicit real-time feedback from members of the community and implement programs that enhance precinct-based customer experiences.

The NYPD is committed to developing a series of tools to collect public feedback, empowering community members to formally submit comments related to positive and negative encounters. In addition and consistent with social science best practices, the NYPD will routinely, actively, and systematically survey members of the community, ensuring that historically over-policed and criminal justice-affected communities are well represented in the sample. The survey focuses on encounters and interactions with NYPD, perceptions of the Department, and crime and public safety concerns. The initiatives below include the launched NYPD service experience and community surveys.



Implemented

Launch a series of tools to collect public feedback.

TRACKER INITIATIVE #34

Progress update for Initiatives 34 and 36.

In September 2020, the Department launched “[How Did We Do?](#),”⁴⁴ a service experience survey focused on collecting feedback from people who receive police services in a precinct. The survey asks simple questions about a person’s interaction with members of service, including wait times, professionalism, and how efficiently and effectively their issue was resolved. The NYPD publicizes the surveys through posters and palm cards with a QR code and through web links distributed through various media outlets. The survey was initially piloted in the 25th and 113th precincts before expanding to all commands in January 2021. Between February 2021 and August 2023, out of 26,680 survey responses received citywide, 91% of respondents indicated that they were satisfied overall with the service they received, 91% were satisfied with how their issue was addressed, and 93% agreed that the person assisting them with their issue was knowledgeable. Survey results from February 2021 onward are [publicly available](#)⁴⁵ and can be disaggregated by borough and precinct/command, as well as filtered for specific time periods. With the aim of expanding on the feedback received from the public, the NYPD began piloting a text message survey in September 2021 to obtain feedback from select victims or complainants within 30 days of filing a criminal complaint. The results were used as part of CompStat and the Neighborhood Policing Review.

⁴⁴ <https://www.surveymonkey.com/r/NYPDwebsite>

⁴⁵ <https://app.powerbigov.us/view?r=eyJrIjoiaNzMwMzE4ODQ0tNWUyNi00NDJiLWExZGMtMm1lNTY4ZDZkM2VklwidCI6IjIOWY1N2ViLTc4ZDEtNDZmYi1iZTgzLWExYWZkZDdjNjA0MyJ9>



Implemented

Routinely, actively, and systematically survey members of the community.

TRACKER INITIATIVE #35

The NYPD partnered with the RAND Corporation and the Mayor’s Office for Economic Opportunity to create an annual survey that measures police-community relations in New York City and provides the Department with a long-term understanding of how opinions are changing over time. Two rounds of community surveys were administered in November 2020 and May 2021. More than 1,000 respondents participated in each round of the survey. Results were analyzed by dividing respondents into four groups by zip code, representing areas of low to high violent crime in New York City. A summary of results can be found on the Department’s [website](#).⁴⁶

In general, respondents who lived in areas with lower violent crime agreed more often with positive statements about police than those who live in areas with higher violent crime. As shown in the figure below, in May 2021, 47% of respondents from NYC zip codes with the highest violent crime agreed with the statement “the police are addressing problems that concern people in my neighborhood,” compared to 74% of respondents from zip codes with lowest violent crime. Similarly, 35% of respondents from NYC zip codes with the highest violent crime agreed with the statement “the police in my neighborhood do not allow racial biases to affect their actions,” compared to 76% of respondents from zip codes with low violent crime. The surveys were used as part of CompStat and Neighborhood Policing Review.

⁴⁶ <https://www.nyc.gov/site/nypd/stats/research/neighborhood-policing-study-community-survey.page>

FIGURE 6.

In May 2021, respondents who lived in areas with lower violent crime agreed more often with positive statements about police than those who live in areas with higher violent crime.



Definitions:

Highest Crime Zip Codes: Crime rates above the 90th percentile of zip codes, 12% of the City’s population age 18 and up.

Lowest Crime Zip Codes: Crime rates in the lowest to the 50th percentile of zip codes, 45% of the City’s population age 18 and up.

Aim 3: Elevate the feedback of the community through CompStat and enhanced Neighborhood Policing.

In September 2020, NYPD launched a customer service pilot in East Harlem and South Jamaica that encouraged New Yorkers to provide direct feedback about the services they received or requested. The customer service pilot was expanded to precincts citywide in Spring 2021. Commanding officers will be required to report customer service and neighborhood-focused metrics to strengthen and improve bonds between their residents and officers. The Department also launched the Neighborhood Strategy Meeting, a forum to share best practices across commands and to ensure accountability through customer and neighborhood focused performance metrics, consistently elevating feedback from the community. The Department will engage community representatives in reviewing customer surveys and other data relevant to individual neighborhoods and will use that input to inform new metrics that can be collected and assessed agency-wide.



Implemented

Expand the Community Solutions Program.

TRACKER INITIATIVE #31

Please note - the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at enhancing Neighborhood Policing.

As part of the operational strategy for the Department's Patrol Services Bureau, precinct commanding officers were tasked with finding innovative ways to identify community issues and proactively engage those issues with community and agency partners to find effective solutions. Overall, numerous interactions with residents, community solutions partners, and media to quell violence and share information has been a success. Positive efforts have been reinforced to build bridges between locals and law enforcement.

The NYPD continues to engage with the community via the Community Link Program. Local commands work with the community to address quality of life issues and NYPD is able to track and follow up with filed complaints through 911 and 311. The Community Link program began in May of 2023 and has proved to be instrumental to addressing quality of life issues reported throughout the communities.



Implemented

Expand customer service pilot to all Public Service Areas and Transit Districts.

TRACKER INITIATIVE #36

See progress update for Initiatives 34 above.



Implemented

Require commanding officers to report customer-service and neighborhood-focused metrics through CompStat and the Neighborhood Strategy Meeting.

TRACKER INITIATIVE #37

In an effort to improve customer service and community-based relationships, commanding officers are tasked with tracking, maintaining, and assessing neighborhood customer service metrics to share in meetings where strategies and planning occur. Commanding officers are held accountable to review customer service and neighborhood-focused metrics on an ongoing basis.



Implemented

Engage community representatives in reviewing the customer survey and other neighborhood data to inform new metrics agency-wide.

TRACKER INITIATIVE #38

Commanding officers review customer service and neighborhood-focused metrics to be shared with the community at the Precinct Commander's Advisory Council meetings. Additionally, in October 2022 the Department introduced the CompStat Community Forums, in which community members are invited to participate in the CompStat process regarding community-related concerns.

Aim 4: Invest in enhancing productive partnerships with community members and organizations and increase officers' cultural competence.

Cultural competence is the ability to understand and respect values, attitudes, and beliefs that differ across cultures. Acquiring cultural competence enables a person to provide services to different cultures in a respectful way. The NYPD has developed strategies for uniformed members of service (UMOS) to remain in their commands long enough to gain local knowledge, build trust with the community, and invest in its success. The following initiatives outline the strategies, trainings, and the development of transition materials to achieve this objective.



Implemented

Develop strategies to encourage members of service with satisfactory performance evaluation histories to remain in their commands.

TRACKER INITIATIVE #39

The NYPD conducted focus groups and interviews to examine the [Neighborhood Policing](#)⁴⁷ philosophy five years into its implementation and to better understand where meaningful adjustments could be made. Based on these focus groups and interviews, the NYPD has developed a strategy which focuses on Neighborhood Coordination Officers (NCOs) who are performing well in their commands to remain there for a select number of years. Recommendations are being further developed and implemented.



Implemented

Facilitate the immersion of new officers in the neighborhoods they serve through an intensive course and field training.

TRACKER INITIATIVE #40

Neighborhood immersion is an experience-based approach to learn about the culture of a place. Participation in neighborhood immersion activities increases non-enforcement touch points with the community and raises the likelihood of positive interactions. Positive interactions are the foundation on which mutual trust can be built, which is a necessary component of any shared public safety model.

The NYPD developed a comprehensive and operational neighborhood immersion program in May 2021. A neighborhood immersion curriculum and command briefing book template were incorporated into the May 2021 Field Training for incoming UMOS to a command. Newly assigned UMOS and current UMOS in a command are encouraged to routinely participate in cultural immersion activities. The Office of the Deputy Commissioner, Collaborative Policing is providing support for social engagement activities within the community. In 2022, newly hired UMOS graduating the police academy were assigned to Field Training Zones, as designated by the Chief of Department for a 6-month deployment, prior to being distributed to commands.

⁴⁷ <https://www.nyc.gov/site/nypd/bureaus/patrol/neighborhood-coordination-officers.page>



Implemented

Require executive staff to provide transition plans when leaving a command.

TRACKER INITIATIVE #41

As part of the Cultural Immersion program, a command briefing book template was developed for transitions of executive staff, providing an overview of the community leaders and organizations in the area. The Chief of Department shared this template with all commands.



Implemented

Incorporate direct community participation through Precinct Councils in the selection of Precinct Commanders.

TRACKER INITIATIVE #42

Direct community participation in the selection of commanding officers has been NYPD policy since April 2021. Precinct Community Councils now invite members of the community to a meeting where candidates are interviewed. Community members are given the opportunity to submit questions and provide written feedback to the Department before the Chief of Department selects a commanding officer. This policy and process is continually reviewed for ways to improve participation.



Implemented

Expand the People's Police Academy to five precincts.

TRACKER INITIATIVE #47

The People's Police Academy was developed to promote better understanding of a community's strengths and challenges through exchanges between community members and law enforcement officers in order to better address public safety concerns. Initially piloted at one precinct in the Bronx, in June 2021, 75 officers total from the 32nd, 46th, 73rd, 114th, and 120th precincts (one precinct per borough) completed a three-day training on community engagement, cultural diversity, trauma recovery, crisis management, and other topics.



Implemented

Launch the Neighborhood Policing App and expand training to Steady Sector Officers.

TRACKER INITIATIVE #48

The Neighborhood Policing Application is a task management tool designed to help Neighborhood Coordination Officers, and others in the Patrol Services and Housing Bureaus, communicate and collaborate in the field around neighborhood complaints and steps taken to address them. The app tracks issues, activities, [Build the Block](#) meetings,⁴⁸ contact information for community members and business owners, video camera and organization locations, and other information that might be relevant to communications in the field. Rollout began in September 2021 and was completed in December 2021. Maintenance and training activities are ongoing.



Implemented

Expand the Precinct Commander's Advisory Councils.

TRACKER INITIATIVE #49

The Precinct Commander's Advisory Council (PCAC) program is intended to foster a partnership between the police and the communities they serve. The councils are composed of key members of the community and precinct executive leadership, with PCAC members selected by the Precinct Commander. Council members meet on a bi-monthly basis and discuss topics of neighborhood importance, including opportunities for targeted engagement, outreach, and deployment of resources. The PCAC meetings also provide a space in which police and the communities they serve can brainstorm solutions to priority issues in the neighborhood. The program provides community members with an additional avenue of information sharing with the commanding officers to help address issues in real time. Prior to development of the Reform Plan, Advisory Councils were associated with two precincts (the 77th and 120th); as of Spring 2022, all 98 precincts, transit districts and Police Service Areas have Advisory Councils associated with them.

⁴⁸ "Build the Block" neighborhood safety meetings are strategy sessions between local police officers and the people they serve. <https://www.nyc.gov/site/nypd/bureaus/patrol/buildtheblock.page>



Implemented

Expand Pop Up with a Cop.

TRACKER INITIATIVE #50

Pop-Up with a Cop brings the police directly to areas of a precinct which are lacking engagement. The pop-ups are run by the Precinct Commander. The Community Affairs Bureau, Neighborhood Coordination Officers, Youth Coordination Officers, and other personnel set up tents at strategic neighborhood locations for approximately one to two hours and provide information about upcoming meetings, events, and services that the Police Department provides. Tents are used to create visibility while officers present themselves to the community. Areas of engagement are selected “as needed” based on neighborhood feedback and patterns in criminal activity. In 2022, 1,400 pop-up events were organized by Patrol Services; 209 events have also been organized by the Housing Bureau.



Implemented

Support and expand the Citizens Police Academy by doubling participation.

TRACKER INITIATIVE #51

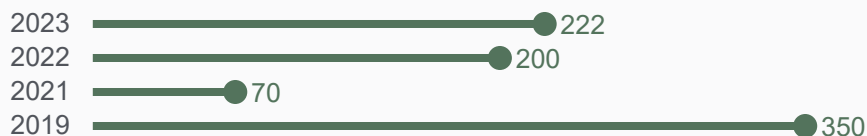
The [Citizens Police Academy](#) is an accelerated civilian training program, established in 1993 to provide members of the community with a background and understanding of NYPD policies and activities.⁴⁹ The Citizens Police Academy training seeks to improve police/community relations through educating the public about police work, as familiarity with these principles is the key to understanding the actions and reactions of police officers in the greater community.

Historically, the Department has graduated two Citizen’s Police Academy classes each year, one in the spring and one in the fall. During the COVID-19 pandemic, in 2021 the Community Affairs Bureau revamped the curriculum to a six-week, half-virtual, half in-person model and reduced training class sizes to mitigate the risk of exposure to the virus. That year, the program was able to train 70 people, down from 350 participants in 2019. In 2022, enrollment expanded to 200 participants in the program. The curriculum includes speakers from various units across the NYPD, as well as in-person simulations and scenarios, which aim to apply the information learned. In 2023, the program had 222 graduates. The first 2024 program began in February 2024. For future cohorts, NYPD will be reaching out to community members who previously participated for feedback on the curriculum and ways to increase awareness and community engagement.

⁴⁹ <https://www.nyc.gov/site/nypd/bureaus/administrative/training-citizens-police-academy.page>

FIGURE 7.

The number of community members who participated in the Citizens Police Academy has more than doubled between 2021 and 2023, approaching 2019 levels.



Implemented

Expand the Youth Leadership Councils to 18 precincts and 9 PSAs, bringing the total to 85.

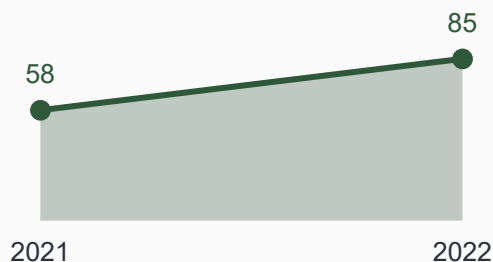
TRACKER INITIATIVE #52

The Youth Leadership Councils (YLCs) aim to address issues affecting young people in New York City, including housing, finances, employment, education, social justice, and coaching/mentoring. The program views strengthening youth/adult partnerships as key for community change.

Through team-building exercises, workshops, and on-the-job training, high schoolers between the ages of 14 and 21 have access to tools to help them develop and grow in an ever-changing society. In 2021, there were 58 YLCs associated with precincts. In 2022, YLCs were expanded to 85, associated with 76 precincts and 9 Police Service Areas. As of September 2023, the 85 YLCs are serving 1,021 youth.

FIGURE 8.

The number of Youth Leadership Councils held increased in 2022. 85 YLCs were held across 76 precincts and 9 Police Service Areas.





In progress

Expand the Law Enforcement Explorers Program from 2,200 to 3,000 Explorers with enhanced programming.

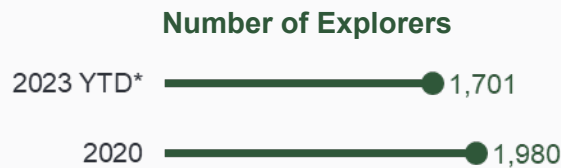
TRACKER INITIATIVE #53

The Law Enforcement Explorers program provides youth ages 14 to 20 with an introduction to a career in law enforcement or a related field in criminal justice. Explorers may take part in leadership skills building, internships, community service projects, and other Explorer events and learning opportunities. Given the environment of the pandemic, the NYPD worked to assess and make recommendations to re-imagine and expand the Explorers Program. As reflected in the figure below, in 2020, there were 1,980 Explorers, and as of June 2023, there were 1,701 explorers.

FIGURE 9.

As of June 2023, there were 1701 law enforcement explorers.

*YTD as of June 2023



Aim 5: Transform public space to improve community safety.

The initiatives below focus on providing free and safe spaces for community members, particularly youth, to engage with each other and the police in positive ways.



Implemented

Gather community input for the NYPD Community Center in East New York.

TRACKER INITIATIVE #54

The NYPD Community Center in East New York opened in 2019 with the aim of providing a variety of high-quality educational, recreational, and social programming for young people ages 12 to 19. It also serves as a place for family events, community meetings, and a range of other enrichment opportunities. The Youth Strategies Division conducted a community survey over a 6-month period

beginning in the Spring of 2021 to obtain input on the types of services that would be of interest to community members. Based upon community input, below are services the Center is currently providing:

- **Adopt a Cop mentoring program** – partnering youths to a UMOS to participate in various programs and team building activities.
- **Youth Empowerment Classes** – UMOS are conducting weekly classes and local trips to help guide neighborhood youth in becoming the best version of themselves.
- **OSHA Training/Certification** – training and certifying local community members so they have better job opportunities.
- **Drone Soccer** – UMOS are collaborating with local youth to build soccer drones they can use to compete against other youth.
- **Technology Classes** – a Coding, Photography, Web Design and Robotics program helping youth learn and enhance their skills for better school and job opportunities.
- **College and Career Prep** – tutoring on applications, resumes, and job interview do and don'ts.



Implemented

Rehabilitate NYCHA basketball courts.

TRACKER INITIATIVE #55

As a partnership between the Manhattan District Attorney's Office, NYPD, High Intensity Drug Trafficking Areas (HIDTA), NYCHA, the New York City Police Foundation, and the First Responders Children's Foundation, 15 basketball courts at NYCHA housing complexes throughout the five boroughs were rehabilitated in 2021 using money from drug trafficking seizures.



Implemented

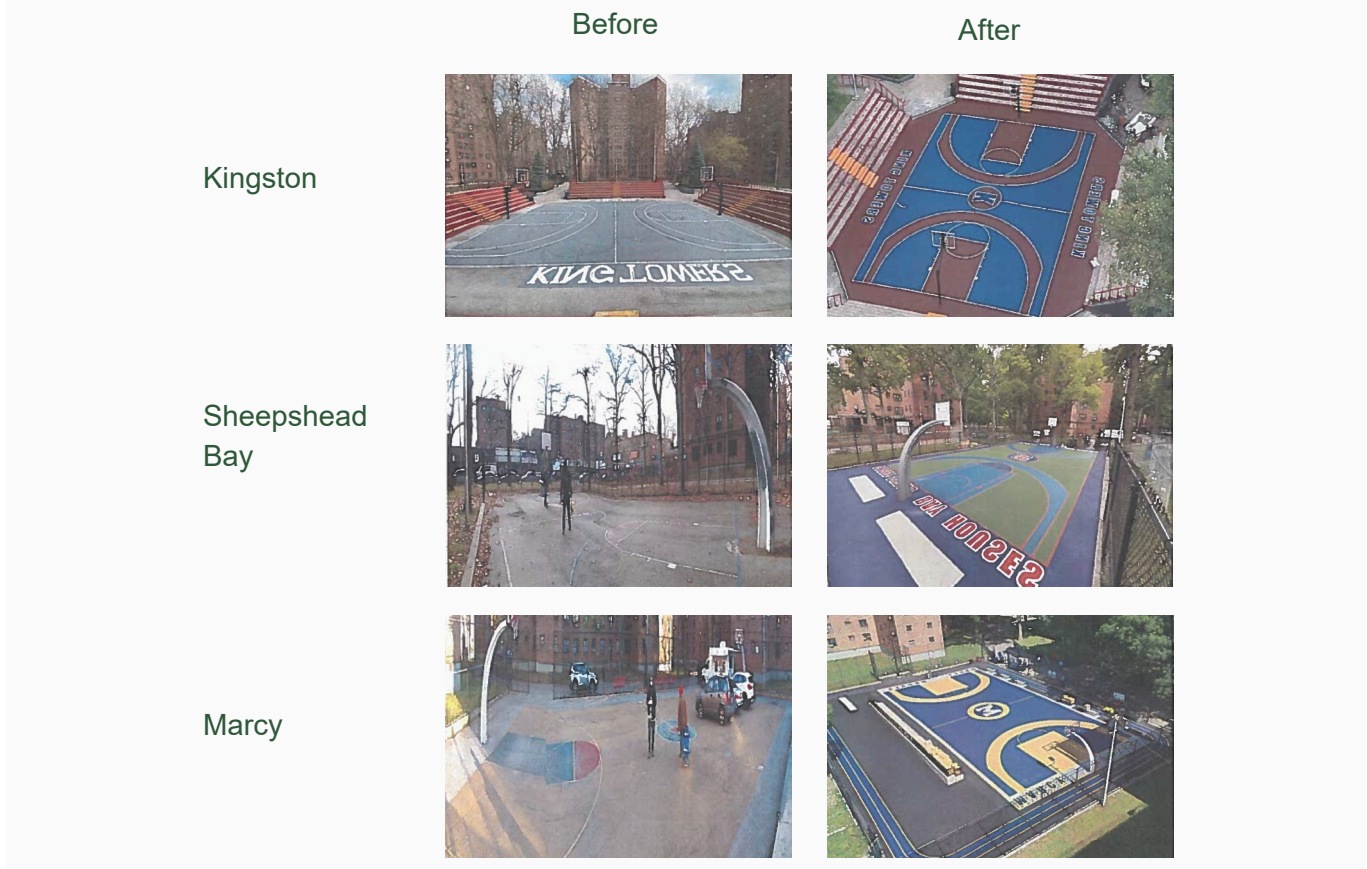
Rehabilitate the basketball courts and soccer pitch at Colonel Charles Young Park in Harlem.

TRACKER INITIATIVE #56

Rehabilitation of the Colonel Charles Young Park in Harlem is a collaboration between the Manhattan District Attorney's Office, HIDTA, New York City Department of Parks and Recreation, Major League Baseball, the CC Sabathia Foundation, the Carl Ripken, Sr. Foundation, New York City Football Club, and the Manhattan Borough President. Phase I of the project, which included upgrading the soccer pitch, four basketball courts, a handball court, jungle gym, and playground, was completed in October 2021. Phase II, which includes rehabilitating 4 synthetic baseball fields, a football field, and a running track and improving lights, fencing, cameras, and water fountains is set to be completed in Fall 2024.

FIGURE 10.

Selected before and after photos of rehabilitated basketball courts.



Implemented

Expand Saturday Night Lights to 100 gyms.

TRACKER INITIATIVE #57

Saturday Night Lights (SNL) is a program that offers free high-quality sports and fitness training in all five boroughs for New York City youth ages 11 to 18. The program is an interagency partnership led by the New York City Department of Youth and Community Development, in collaboration with NYPD, the New York City Department of Education, the New York City Department of Parks & Recreation, NYCHA, and other agency partners. SNL began in one gym in Harlem – and now operates, on average, in approximately 137 locations every Saturday night across New York City. SNL sports programming includes soccer, basketball, baseball, football, volleyball, dance, and fitness. By the end

of 2023, 137 SNL sites/programs opened. Over 3,500 children participated in the program weekly in 2023.

FIGURE 11.

As of December 2023, over 3,500 children participated in Saturday Night Lights weekly.



Aim 6: Improve relationship with NYC’s communities by increasing outreach, supporting services for immigrants, and increasing language access.

NYPD acknowledges the need to improve relations with the city’s communities as part of its larger reform effort. Based on feedback from community leaders, there is still much work to be done by way of meaningfully engaging and building trust with communities, including immigrant and religious communities. The initiatives below outline some of the NYPD’s efforts to engage with communities.



Implemented

Support those seeking NYPD services regardless of their immigration status.

TRACKER INITIATIVE #60

NYPD continues to develop relationships in support of services to the immigrant community, such as through a newly created civilian [Hate Crimes Review Panel](#).⁵⁰

⁵⁰ <https://www.nyc.gov/site/nypd/news/pr0419/nypd-new-hate-crime-review-panel#:~:text=Five%20distinguished%20civilian%20leaders%20have,worker%3B%20Ed%20Powell%2C%20the%20longtime>



Implemented

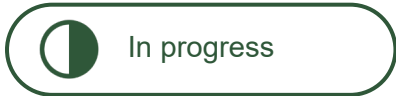
Continue to better the relationship between the NYPD and Muslim Communities.

TRACKER INITIATIVE #61

The NYPD Community Affairs Bureau have conducted and are planning to continue to do outreach to the Muslim community of NYC. NYPD met with various Muslim community advocates in April 2021. In September 2022, the Deputy Commissioner of the NYPD Community Affairs Bureau and his team visited Muslim community leaders to speak about issues of importance and concern. Officers also visited the Makki Mosque in Brooklyn to make announcements prior to Friday prayer service regarding strengthening the relationship between the NYPD and the Muslim community. The Community Affairs Officers from the Clergy Unit and local precincts continue to visit mosques across the city.

Aim 7: Enhance community-based approaches to combating bias and hate crimes.

The City will begin reporting out on “Crimes with Bias Elements,” which are criminal incidents where there is some evidence of the subject’s animus against the victim(s) because of their real or perceived characteristics, such as race, religion, sexual orientation, or gender identity, but there is insufficient evidence to establish probable cause to charge the commission of a Hate Crime under the New York State Penal Law. Documenting and reporting “Crimes with Bias Elements” in addition to Hate Crimes can help improve the trust relationship between police and the communities they serve. The initiative below outlines these efforts.



In progress

Report data on “Crimes with Bias Elements” that do not otherwise constitute Hate Crimes.

TRACKER INITIATIVE #122

Please note – the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at increasing community engagement in the NYPD’s approach to public safety.

Crimes with bias elements are crimes that do not rise to the level of a hate crime, but the preliminary investigation indicates there was an element of perceived or real bias. The Office of Management Analysis and Planning (OMAP), the Hate Crime Task Force (HCTF), and the Legal Bureau have created a working group and identified “bias crimes” that would fall into this category. HCTF will identify these crimes, OMAP will prepare reports, and the Legal Bureau will review and approve before the reports are made public.

General Community Relations Initiatives



Implemented

Respect the right to protest and improve policing of this essential civic activity.

TRACKER INITIATIVE #58

Following the death of George Floyd in May 2020, people across the country engaged in mass protests, including in NYC. Following the protests, the New York City Department of Investigation (DOI) conducted a review of the response by the NYPD to the protests. The New York City Law Department also conducted a separate analysis. Reports from both entities were issued in December 2020. Both reports found gaps in the NYPD response to the protests, with DOI's report making 21 recommendations, and the Law Department's report making 10 recommendations. The recommendations aimed to help the NYPD better prepare and respond to protests, including where First Amendment expression and violent behavior against individuals, including police officers, may be occurring at the same time.

NYPD accepted all of the recommendations put forward and has implemented them as part of the Reform Plan, with progress on each recommendation [tracked publicly](#).⁵¹ One of the recommendations included the drafting of a new Patrol Guide Procedure entitled "Response to First Amendment Activities," specific to policing protests and protected First Amendment activity. The new procedure took effect in September 2021 after a period of public comment and consultation with civil rights attorneys, community organizations, and police reform experts. The procedure includes several elements including limitations on the use of disorder control tactics, such as encirclement and mass arrests.



Implemented


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.

TRACKER INITIATIVE #59

As part of the Reform Plan, the NYPD committed to expand services to individuals with disabilities. The Department updated its [AccessibleNYPD: American with Disabilities Act Compliance Plan](#)⁵² in August 2021. NYPD continues to work closely with the Mayor's Office for People with Disabilities. The

⁵¹ https://www.nyc.gov/assets/nypd/downloads/pdf/public_information/mass-demonstration-recommendations-status-12222021.pdf

⁵² https://www.nyc.gov/assets/nypd/downloads/pdf/public_information/accessible-nypd-2021-08-23.pdf



NYPD Office of Equity and Inclusion has begun analyzing the feasibility of expanding the number of certified American Sign Language interpreters available to the public.

Additionally, the NYPD Office of Equity and Inclusion is seeking to certify members of service (MOS) to provide sign language translation when other means are not available. As such, certified MOS will be part of a responding team who will provide live ASL translation during the hours when the existing translation service is not available (6pm to 6am). Having operational access to a certified interpreter helps ensure the quality and accuracy of statements taken for investigative and/or courtroom purposes. NYPD has received approval to conduct the ASL Certification program and the funding has been approved. This program will launch in 2024.

Recognition and Continual Examination of Historical and Modern-Day Racialized Policing in New York City



NYC

Recognition and Continual Examination of Historical and Modern-Day Racialized Policing in New York City

Race remains the defining characteristic and predictor of heightened police interactions. Between 2014 and 2018, the public made 2,495 complaints of biased policing; of those reviewed by the Department of Investigation for a [2019 report](#),⁵³ 68% included allegations of discriminatory policing based on race, ethnicity, color, or national origin. Although no one initiative can erase centuries of racialized policing, the Reform Plan aimed to critically examine past and existing policies and practices that perpetuate structural and institutional racism, including how they result in inequitable outcomes, particularly use of force in communities of color.

Initiatives were developed to meet the following aims:

- **Create a dedicated process to acknowledge, address, and repair past and present injustices and trauma caused by the practice of racialized policing.**
- **Require supervisors to proactively monitor discretionary officer activity for indications of bias-based policing and take corrective measures immediately.**
- **Augment racial bias training for NYPD leadership.**
- **Educate NYPD leadership and Neighborhood Coordination Officers (NCOs) on restorative justice processes, and design processes to repair relationships with communities.**

Progress on each of these aims and strategies—including relevant progress on more targeted initiatives that fall under them—is presented below.

Aim 1: 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.

All police practices, specifically those that involve high levels of discretion, must be assessed for explicit and implicit bias, and for unintended consequences that may reinforce structures of racism and produce racially disparate outcomes.

⁵³ https://www.nyc.gov/assets/doi/reports/pdf/2019/Jun/19BiasRpt_62619.pdf



In Progress

TRACKER INITIATIVES #63 - #69

- #63** Devise and execute an authentic participatory acknowledgement and reconciliation process at the city and precinct level.
- #64** Produce a comprehensive report documenting the past and present history of racialized policing in New York City.
- #65** Acknowledge and investigate past harms brought to light during the reconciliation process.
- #66** Work with relevant stakeholders to explore, develop, and champion a reparative justice policy.
- #67** Develop and implement educational materials based on the findings of the reconciliation and restorative justice process.
- #68** Develop and implement training materials to educate new recruit classes of officers on the history, effect, and legacy of racialized policing in NYC based on the findings of the reconciliation and restorative justice process.
- #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.

Progress update for Initiatives 63-69.

The Mayor's Office of Criminal Justice (MOCJ) engaged researchers at CUNY John Jay College of Criminal Justice to write a report on the history of racialized policing in New York City, which will include a review of disparities within the Department itself. The primary goal of the report is to enhance the Department's ability to ameliorate the effects of historical racialized practices that impede its ability to properly serve communities of color and support its service members of color. The report is expected to be complete in 2024.

MOCJ has also worked with reconciliation and restorative justice experts at the National Network for Safe Communities at CUNY John Jay College of Criminal Justice to develop a police-community reconciliation framework. The goal of the reconciliation framework is to improve trust between police officers and community members.

The framework development process included a series of community listening sessions to capture impacted communities' priorities for engagement with police and to define what reconciliation means from their perspective. These engagements included three listening sessions with more than 70 adult participants recruited by the Mayor's Office of Neighborhood Safety and two sessions with 20 youth participants from Youth Leadership Councils at NYCHA developments.

NYPD has developed training materials that are now included in recruit training. Current training courses include: (1) effects of bias and prejudice on the evolution of the police profession; (2) racial profiling as it relates to the law and Department policy; (3) guidelines to be followed when

communicating with the public; and (4) response of the police in instances where bias is suspected.



Implemented

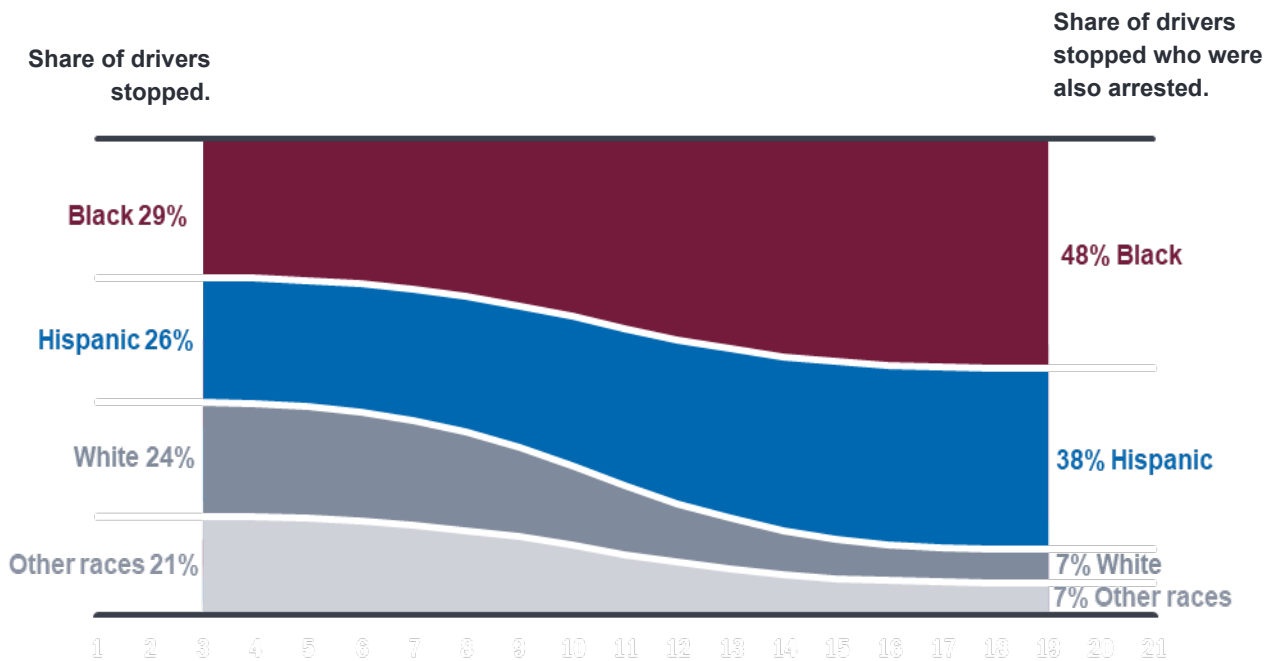
The City will require reporting on traffic stops.

TRACKER INITIATIVE #70

In 2021, City Council passed a law to amend NYC’s administrative code to require NYPD to report on the number of traffic stops citywide on a quarterly basis. The information will be disaggregated by precinct, age, race, and the gender of the vehicle operators stopped. Additional data to be provided include use of force, arrests, summonses, and searches. NYPD commenced recording traffic stop data in January 2022 and released the first quarterly Vehicle Encounter Report in April 2022. This data has been and will continue to be provided to the City Council and posted publicly on the Police Department’s [website](#).⁵⁴ Of the 1,040,062 traffic stops conducted between January 2022 and June 2023: 2% resulted in an arrest; 2% resulted in a search; and less than 1% resulted in use of force. While Black and Hispanic New Yorkers represented 55% of drivers stopped, they accounted for 86% of arrests, 86% of searches, and 87% of stops where force was used.

FIGURE 12.

Of those stopped between January 2022 and June 2023, Black and Hispanic drivers were disproportionately more likely to be arrested compared to white drivers or those of other races.



⁵⁴ <https://www.nyc.gov/site/nypd/stats/reports-analysis/vehicle-stop-reports.page>

Aim 2: Require supervisors to proactively monitor discretionary officer activity for indications of bias-based policing and take corrective measures immediately.

All members of service are required to hold each other accountable for biased policing, including—but not limited to—when it comes to race, ethnicity, gender identity, sexual orientation, religion, immigration status, housing status, and age. Implicit bias training for all uniformed members of service was completed in 2020 and is currently provided at the Police Academy to help officers understand the role of unconscious bias in their work, as well as recognize and manage their own biases. The initiatives below outline the NYPD’s efforts to codify the disciplinary consequences regarding failure to report bias-motivated policing and to provide additional training for officers in supervisory roles.



Implemented

The NYPD Discipline Matrix will be updated to clarify that failure to report bias-motivated or prejudiced policing is subject to applicable progressive discipline.

TRACKER INITIATIVE #71

NYPD began review of the [Discipline Matrix](#)⁵⁵ in July 2021. The matrix has gone through several rounds of review; the changes implemented in February 2022 after a public comment period included adding failure to report racial profiling or a bias-based law enforcement action as a category of misconduct.

Aim 3: Augment racial bias training for NYPD leadership.

Among the aims of the Reform Plan was to augment racial bias training for NYPD leadership by continuing the ongoing training on implicit bias for civilian members. Implicit bias training for UMOS was completed in 2020 and is currently provided at the Police Academy. Additional training for Department leadership in the rank of Captain and above is being explored.

⁵⁵ https://www.nyc.gov/assets/nypd/downloads/pdf/public_information/nypd-disciplinary-penalty-guidelines-effective-2-15-2022-final.pdf



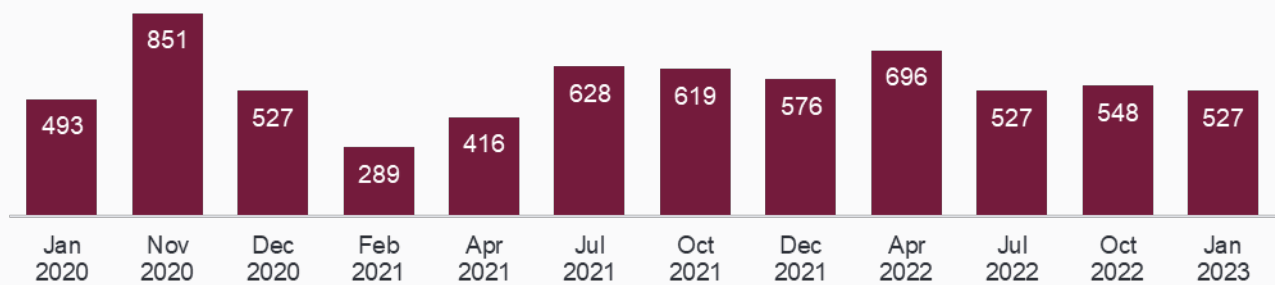
Explore providing additional racial bias trainings for all executives in the rank of Captain and above.

TRACKER INITIATIVE #72

Both recruits and executive staff receive racial bias training consisting of topics and concepts regarding racial profiling, guidelines to communicating with the public, effects of bias and prejudice evolution, and response to bias suspected.

FIGURE 13.

From Jan 2020 to Jan 2023, 6,697 officers have been trained over 12 trainings.



Aim 4: Educate NYPD leadership and Neighborhood Coordination Officers (NCOs) on restorative justice processes, and design processes to repair relationships with communities.

In the past, NYPD has worked with the New York Peace Institute to train Neighborhood Coordination Officers (NCOs) in mediation, de-escalation, and conflict resolution skills. The City would like to ensure that principles of restorative justice and reconciliation are deeply ingrained in policing in New York City. The initiative below outlines the NYPD’s training efforts.



In Progress

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.

TRACKER INITIATIVE #74

Leadership and professional development programs are continuously being offered by NYPD's Office of Professional Development.

Other Initiatives for Recognition and Continual Examination of Racialized Policing in New York City



Implemented

Assess and ameliorate the impacts of militarization.

TRACKER INITIATIVE #33

Please note - the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at recognizing and continually examining racialized policing in NYC.

The NYPD has completed the assessment and review of current policies. To conduct this assessment, the Deputy Commissioner of Strategic Initiatives led a series of meetings with various Department stakeholders including Chief of Department, Counterterrorism Bureau (CTB), Intelligence Bureau, Chief of Operations, Chief of Special Operations, and the Deputy Commissioner, Legal Matters, and relevant subcommands including but not limited to the Critical Response Command (CRC), Disorder Control Unit (DCU), Strategic Response Group (SRG) and Emergency Services Unit (ESU). As part of the analysis, the stakeholders, with the assistance of the Office of Management, Analysis, and Planning (OMAP), conducted research, surveyed inventories, checked purchase records, and conducted various other tasks.



Implemented

Eliminate the use of unnecessary force by changing culture through policy, training, accountability, and transparency.

TRACKER INITIATIVE #73

Please note - the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at recognizing and continually examining racialized policing in NYC.

This is an ongoing effort and also captured in initiatives #1, #5-8, #23-25, and #75.



Implemented

Train all officers on Active Bystandership in Law Enforcement (ABLE).

TRACKER INITIATIVE #75

Please note - the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at recognizing and continually examining racialized policing in NYC.

The Active Bystandership in Law Enforcement (ABLE) curriculum was developed by the Georgetown University Law Center to provide law enforcement with skills in active bystandership strategies and tactics to prevent misconduct, reduce officers' mistakes, and promote health and wellness. The goal is to empower officers to intervene and to create a law enforcement culture that supports peer intervention. More than 33,000 active UMOS had been trained on ABLE by June 2022. ABLE was incorporated into the recruit training curriculum and recruits continue receiving ABLE training in the academy.

The Decriminalization of Poverty



Eric Adams



GET STUFF DONE

#GSD

The Decriminalization of Poverty

Social issues—such as houselessness, mental health challenges, substance use disorders, and the inability to afford public transportation—have often been met with law enforcement responses, resulting in the criminalization of poverty. Following feedback from the community, the City critically reassessed the role of law enforcement in addressing these social issues. Community members and police officers may be harmed when law enforcement have been put into situations without appropriate training. Some of these situations could be better handled by alternative programs. Public safety must be regularly and constantly examined and assessed in partnership with multiple stakeholders to determine whether law enforcement is the most effective and equitable response. While police play an essential role in keeping communities safe, the City looks to communities to be co-creators of public safety by collaborating on preferred strategies for reimagining neighborhood policing, preventing crime, and partnering with other city agencies and community organizations.

Initiatives were developed to address the following aims:

- **Systematically examine and end policies that lead to over-policing lower-income and people of color communities, perpetuating the cycle of impoverishment and incarceration.**
- **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.**
- **Develop a health-centered response to mental health crises.**
- **Support the adoption of important new public health approaches to reducing overdoses.**
- **Pursue new approaches to safety, outreach, and regulation through civilian agencies.**
- **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.**
- **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.**
- **Create a pilot program to assist families with children at risk of homelessness before their housing situation reaches a crisis point.**

Progress on each of these aims and strategies—including relevant progress on more targeted initiatives that fall under them—is presented below.

Aim 1: 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 is assessing several policies to determine the extent to which the policies disproportionately affect low-income communities and/or communities of color, and whether these policies result in higher rates of contact with the criminal legal system among members of these communities. The initiatives below outline the City's progress on the policy assessments.

 Implemented

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.

TRACKER INITIATIVE #78

This review will assist the City in evaluating the effectiveness of recent summons reforms, as well as assisting in the development and implementation of future anti-poverty programs. The Mayor's Office of Criminal Justice (MOCJ) engaged the John Jay Research and Evaluation Center (JJREC) to conduct this research. JJREC worked cooperatively with John Jay's College's Data Collaborative for Justice on this report. Final reports on [civil](#)⁵⁶ and [criminal](#)⁵⁷ summonses can be found on the Data Collaborative for Justice's website.

 Implemented

Assess racial and ethnic disparities in the use and impact of different enforcement tools such as warnings, summonses, arrests, and desk appearance tickets, among others, for comparable offenses, and review practices of the District Attorneys' Offices.

TRACKER INITIATIVE #79

MOCJ engaged the John Jay Research and Evaluation Center (JJREC) to conduct this research. JJREC worked cooperatively with John Jay College's Data Collaborative for Justice and the National Opinion Research Center at the University of Chicago to analyze trends and outcomes of racial disparities in criminal justice contacts and legal processing among New York City residents, drawing

⁵⁶ <https://datacollaborativeforjustice.org/work/policing/racial-disparities-in-new-york-city-civil-summonses-2019-2022-2/>

⁵⁷ <https://datacollaborativeforjustice.org/work/policing/racial-disparities-in-new-york-city-criminal-summonses-2019-2022/>

principally on data from the NYPD and the New York State Office of Court Administration (OCA). Final reports can be found on the Data Collaborative for Justice's [website](#).⁵⁸



In Progress

Systematically examine policies that affect low-income New Yorkers' access to public transportation and may result in contacts with the criminal justice system.

TRACKER INITIATIVE #80

MOCJ has engaged the John Jay Research and Evaluation Center (JJREC) to conduct this research. JJREC is conducting the analysis in two phases: 1) identifying public transit deserts, as in a neighborhood with no nearby public transit access within 10 blocks, and 2) using NYPD arrests, complaints, and criminal summonses to examine trends in fare evasion enforcement activity. A final report is expected in 2024.



In Progress

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.

TRACKER INITIATIVE #81

MOCJ conducted an audit to review current criminal justice programs that charge participant fees. MOCJ is exploring potential local legislation to prohibit participant fees in connection with criminal justice related contracts. MOCJ will continue to monitor whether there are any fees associated with supervision or diversion programs.

⁵⁸ <https://datacollaborativeforjustice.org/work/policing/assessing-progress-in-reducing-racial-disparities-in-new-york-city-law-enforcement-2013-2022/>



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.

TRACKER INITIATIVE #82

Legislation [Intro 632-2022](#)⁵⁹ that prohibits housing discrimination against those with criminal or arrest records with certain exceptions passed the City Council in December 2023.

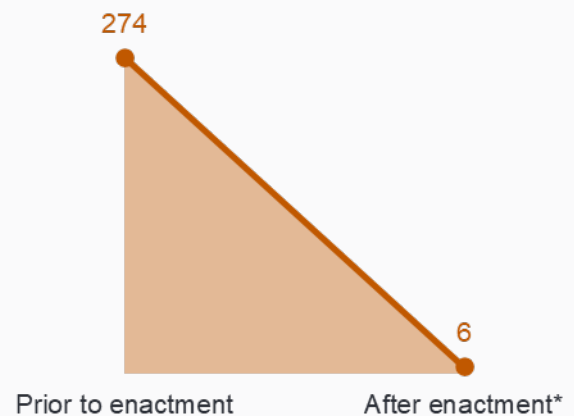


The City supports the reimagination of State parole supervision via the passage of the Less is More: Community Supervision Revocation Reform Act.

TRACKER INITIATIVE #83

The "[Less Is More](#)" law⁶⁰ was passed by the State legislature in summer 2021 and signed into law by the Governor in September 2021. Since the law's enactment, MOCJ has successfully coordinated with the NYS Department of Corrections and Community Supervision, the Board of Parole, NYC Department of Correction, district attorneys, and the defense bar to ensure successful implementation of the law. In individual matters, MOCJ has helped resolve inquiries from defense counsel about the applicability of the law to their clients' situations, logistics of the locations where hearings are held, and dissemination of information to all defense attorneys in arraignments regarding the protocol for transferring cases to appropriate parole counsel. MOCJ has also worked with the NYC Department of Correction to improve the production of individuals to court for their parole matters and has helped defense counsel and the Department of Correction resolve production challenges. The number of individuals in NYC Department of Correction custody based on technical parole violations has decreased 98%, from 274

FIGURE 14.
The number of individuals in NYC Department of Correction custody based on technical parole violations has decreased as of November 2022.



⁵⁹ <https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=5755059&GUID=1081D9A0-5626-4DE4-BB6A-142AB373A4AF>

⁶⁰ <https://www.nysenate.gov/legislation/bills/2021/S1144>

prior to the law's enactment to just 6 as of November 2022. MOCJ continues to convene regular meetings with Less is More stakeholders to discuss implementation and identify and resolve challenges.



Implemented

Analyze the collateral consequences of drug-related arrests or convictions, including City agency policies regarding findings of drug use.

TRACKER INITIATIVE #84

MOCJ engaged the John Jay Research and Evaluation Center (JJREC) to conduct this research. The JJREC research team spatially assessed collateral consequences (e.g., employment, housing, and voting) by examining the geographic distribution of drug-related NYPD arrests and other social indicators potentially associated with those consequences. A final report can be found on JJREC's [website](#).⁶¹

Aim 2: Prioritize principles of budget justice and provide key services to support low-income individuals, families, and communities, and reduce the likelihood of justice involvement.

Budget justice is the process of reexamining public budgets to prioritize the needs of marginalized communities. The initiatives below outline the City's efforts towards budget justice.



Implemented

The City will expand SYEP by adding 5,000 new spots for CUNY students.

TRACKER INITIATIVE #85

The Summer Youth Employment Program (SYEP) is the nation's largest youth employment program, connecting NYC youth ages 14 to 24 with career exploration opportunities and paid work experience each summer. In Summer 2021, 4,108 students from 19 CUNY colleges worked at paid internships provided by the CUNY Recovery Corps, a partnership with the City created to employ students through the SYEP and help the city reinvigorate its economy in the aftermath of the COVID-19 pandemic. Eighty-nine percent of CUNY SYEP participants were members of a priority group, including NYCHA housing residents, individuals in the foster care system, food stamp recipients,

⁶¹ https://johnjayrec.nyc/2024/05/09/norc_collateralconsequences2024/

students experiencing homelessness, and residents of neighborhoods most impacted by COVID-19 and with a high percentage of other health and socioeconomic disparities. Students worked at 660 different worksites, including small businesses, public health organizations, community-based non-profits, cultural art institutions, government agencies, and local schools throughout the five boroughs.

Total earnings for CUNY SYEP participants topped \$6 million. Though the CUNY Recovery Corps program has ended, the City increased funding for SYEP by \$57.2 million annually for fiscal years 2023 through 2026. This will support the addition of 20,000 slots to the program and is a 20% increase in program capacity compared with recent years. DYCD funded \$12.9 million in fiscal year 2022 for 5,000 SYEP slots allocated to CUNY. Funding continues to be allocated on a yearly basis. DYCD allocated \$8.2 million to CUNY for fiscal year 2023.



Create an Ending Poverty to Prison Pipeline initiative to connect low-income and justice-involved clients and their families with streamlined services.

TRACKER INITIATIVE #86

The No Wrong Door Initiative (NWD), previously known as the Ending Poverty to Prison Pipeline Initiative, is a group of projects that aims to support staff that work with justice-impacted individuals. These projects are led by the Mayor's Office for Economic Opportunity (NYCO).

The three projects under this initiative include:

1. **Mental Health and Trauma training for Staff:** NYCO and OCMH provide funding for the Academy for Community Behavioral Health, which is working to establish partnerships with reentry organizations in order to engage their staff in targeted behavioral health training.
2. **Participatory Program Review:** NYCO partnered with MOCJ's Community Justice Reentry Network providers to facilitate a participatory program review at the midway point of the 6-year contract. The providers were asked what was working well in the program model, and what they would like to change. NYCO then facilitated a process of design activities to hear providers' ideas around how to strengthen support for both participants and staff. The most pressing ideas were then translated into contract language that was incorporated into the contract renewal for the remaining 3 years of the contract. A recommendation report and case study will be published as outcomes of this work. This project concluded in July 2023.

3. **Community Navigator Institute:** NWD launched in partnership with the Hunter Community Navigators Program a [Training Institute](#)⁶² that supports training and skills development for frontline staff connecting New Yorkers to resources and benefits. The Institute ended in November 2022.



In Progress

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.

TRACKER INITIATIVE #87

The City of New York has not yet issued an executive order, however relevant work around this issue has been done under related programs in initiatives #86-91, such as the No Wrong Door Initiative and the Community Navigator's Institute.



Implemented

Explore structural opportunities to ensure that health and human services are provided in a supportive and client centric manner.

TRACKER INITIATIVE #88

In Summer 2022, with funding from NYCO, the Hunter College Silberman School of Social Work launched the Community Navigators Institute (CNI). The Institute offered free three-session workshops to anyone in the community interested in learning more about service navigation methods, tools, and tactics. Topics covered included an introduction to social service navigation, holistic approaches to case management, community engagement, stakeholder management, data tracking, and more. Each workshop was facilitated by staff from the CNI. NYCO's support for CNI provided further education for aspiring Navigators across NYC and organizations interested in implementing a peer model. This educational opportunity builds capacity by expanding knowledge of various navigator models, intake assessment tools, and community engagement methods. Two virtual and one in person cohort with a total of 82 participants concluded in October 2022.

⁶² <https://navigators.commonsc.gc.cuny.edu/introducing-the-community-navigators-institute/>



Examine whether health and human services Requests for Proposals could include score components that support best practices for serving justice-system affected families and individuals.

TRACKER INITIATIVE #89

No policies related to including score components for serving justice-system affected families and individuals have been implemented to date.



Standardize service entry-points to develop a “no wrong door” approach.

TRACKER INITIATIVE #90

A digital no wrong door approach for service entry-points was previously explored, but no system has been implemented to date.



Build a trauma-informed health and human services sector to prevent justice system contact.

TRACKER INITIATIVE #91

The Community Navigator Institute (CNI) offered free training to social service navigators, program staff, and senior staff on best practices in service navigation, tools, and engagement models for effective outreach and case management. The CNI was facilitated by the East Harlem Community Navigator Program at the Hunter Silberman School of Social Work. The Institute had four cohorts that consisted of three sessions each. The CNI concluded in November 2022.



Implemented

Commit \$15 million to allow the City Council to fund critical anti-violence, social safety net, and hate violence prevention programming.

TRACKER INITIATIVE #92

Funding was allocated to the City Council to contract with human services providers that offer Alternatives to Incarceration (ATI) programming. These programs provide individuals involved in the criminal justice system with intermediate sanctions, such as community service and substance abuse counseling, as an alternative to pre-trial detention, sentence to jail or prison. Other services provided for current and formerly incarcerated individuals include short-term and long-term housing, job placement, and vocational training.



Implemented

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 (DYCD).

TRACKER INITIATIVE #93

The Parks Department received over \$30 million added to their budget for Fiscal Year 2022 and supported several initiatives such as Green Thumb initiative, park enforcement patrol, urban park rangers, forestry management, parks maintenance workers, tree stump removal, and the Parks Equity initiative. \$5.7 million of DYCD summer programming was restored in Fiscal Year 2022.

Aim 3: 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.

To break the school-to-prison pipeline, the City has committed to reducing trauma in City schools and investing in supporting students with a trauma-informed approach. The initiatives below outline the City's efforts to provide a safe and supportive environment for NYC students.



Invest at least \$30 million to ensure that every school can effectively support students' social emotional and behavioral needs with a trauma-informed approach.

TRACKER INITIATIVE #94

In 2021, the expansion of mental health supports for all schools included \$91 million to ensure every school has mental health supports through either a DOE social worker or mental health clinic, as well as \$12 million to expand Restorative Justice programs to all middle and high schools. In 2022, the DOE launched Project Pivot, which connects 138 schools to Community-based Organizations that provide critical social and academic interventions to young New Yorkers. Project Pivot will provide students with access to additional support and resources to guide them toward academic success and social-emotional well-being. The program will place community organizations directly on the ground to work with school communities to offer these essential interventions. In Fall 2022, a social-emotional screening tool was made available citywide to all children from infants/toddlers through grade 12. Social-emotional screening assists educators in better understanding the development of children, identifying common signs of trauma and distress in students, and helping better plan next steps in providing care.

Based on data released in February 2020, there were 4,525 school counselors and social workers in DOE schools. In comparison, as of February 2022, there were 5,033 school counselors and social workers in DOE schools.

FIGURE 15.
Number of schools with full-time staff dedicated to mental health has increased since 2020.



*As of August 31, 2022



Redesign the role of school safety agents and prioritize the specific needs of the school community.

TRACKER INITIATIVE #95

Progress update for Initiatives 95 and 96.

As part of the NYPD’s regular work surrounding the SSA program, the Department is continuously working with schools and communities regarding their needs and priorities in defining the role of the agents, as well as reviewing all policies related to agents’ use of physical interventions on students.



Critically review all policies related to school safety officers’ use of physical interventions on students.

TRACKER INITIATIVE #96

See progress update for Initiative 95.

Aim 4: Develop a health-centered response to mental health crisis.

In November 2020, the City announced the launch of a health-only response to 911 mental health calls in high-need communities. Previously, NYPD officers and FDNY Emergency Medical Technicians (EMTs) responded to nearly all mental health 911 calls, regardless of the severity of health needs, whether a crime is involved, or whether there is an imminent risk of violence. The initiatives below outline the City’s rollout of B-HEARD (the Behavioral Health Emergency Assistance Response Division) and other health-centered response programs designed to provide a public health response to mental health crises.



Build a trauma-informed health and human services sector to prevent justice system contact.

TRACKER INITIATIVE #97

In June 2021, New York City launched B-HEARD (Behavioral Health Emergency Assistance Response Division), a pilot program in which both mental and physical health professionals respond to 911 mental health emergency calls. B-HEARD teams include emergency medical technicians and paramedics from the Fire Department’s Emergency Medical Services and mental health clinicians from NYC Health + Hospitals. The goals of the B-HEARD pilot are to route 911 mental health calls to a health-centered B-HEARD response whenever it is appropriate to do so, increase connection to community-based care, reduce unnecessary voluntary transports to hospitals, and reduce unnecessary use of police resources. Teams operate seven days a week, 16 hours a day in the Bronx and parts of Brooklyn, Queens, and Manhattan.

B-HEARD teams respond to a wide range of behavioral health needs, including suicidal ideation, substance misuse, mental illness, and physical health problems, which can be exacerbated by, or mask mental health concerns. Once on-scene, team members provide several services, including de-escalation, physical and mental health evaluations, and referrals to additional services. Services began in three precincts in Central and East Harlem in June 2021. In November 2021, the B-HEARD pilot expanded to respond to 911 mental health calls from East Harlem to the Hudson River. In 2022, the B-HEARD pilot expanded to cover all of Northern Manhattan and the South Bronx, as well as East New York and Brownsville in Brooklyn. In March 2023, B-HEARD expanded into parts of Queens for the first time, and additional neighborhoods in Brooklyn. In October 2023, B-HEARD expanded to cover the entire borough of the Bronx.

Between January 2023 and June 2023, there were 20,692 mental health 911 calls made in the pilot area with 9,253 (45%) determined to be eligible for a B-HEARD response. B-HEARD teams responded to 5,095 calls; this is 55% of those eligible calls and 25% of all calls. During the first six months of 2023, over 40% of B-HEARD patients were provided with connections to community-based behavioral health services that previously did not exist prior to the pilot coming online. B-HEARD reflects New York City’s commitment to providing people experiencing an emergency mental health crisis with the most appropriate care for their needs, regardless of where they are located.

FIGURE 16.
B-HEARD teams responded to over 5,000 calls during the first 6 months of 2023.





Launch a new intensive case management program in underserved communities, called CONNECT, to provide both mobile and site-based care based on intensive, ongoing engagement.

TRACKER INITIATIVE #98

The NYC Department of Health and Mental Hygiene (DOHMH) developed an innovative model of mental health treatment, called Continuous Engagement between Community and Clinic Treatment, or CONNECT. This new model looks to bridge gaps in the mental health care system, move beyond the traditional clinic role, center collaboration with communities, and be responsive to the root causes of mental health challenges. Unique to this model, services will be guided by community input and feedback. Each clinic has a full-time Community Liaison on staff that will establish an ongoing relationship between the clinic and its community to achieve the following: (1) develop goals to meet the mental health and social needs of the community; (2) regularly share community input with clinic staff and (re)design services to be responsive to input; and (3) regularly share feedback with community stakeholders regarding challenges and successes of incorporating community input into clinic services. Examples of additional support services can include providing walk-in services throughout the day, establishing a pop-up legal clinic, assuring/addressing food security, assisting with housing needs, facilitating referrals and access for people involved in the legal system, immediate admission to the clinic for people stepping down from more intensive mobile treatment services, and establishing connections with existing community-based services.

Program implementation began in February 2022. As of January 2024, seven clinic sites are operating in high-need areas throughout the Bronx, Manhattan, and Brooklyn. In 2023, CONNECT provided services to over 1,500 New Yorkers.



Double the investment for the expansion of Intensive Mobile Treatment (IMT) Teams for FY 2022.

TRACKER INITIATIVE #99

Created in 2016 by the Department of Health and Mental Hygiene (DOHMH), the Intensive Mobile Treatment (IMT) program has demonstrated success engaging people with serious behavioral health concerns, very complex life situations, transient living situations, or involvement with the criminal-legal system and helping them move towards recovery. IMT provides ongoing mental health and substance use treatment, including medication, therapy, and peer support wherever a person may be citywide. IMT teams are staffed with mental health and substance use clinicians and peers. IMT peers, nurses, social workers, and psychiatrists work to ensure that clients stay connected to care over time. From program launch through the end of September 2022, 98.9% of clients have stayed in services for 3

months or longer; and 29.8% of clients served by IMT who were unhoused at enrollment, many experiencing street homelessness, have moved into housing.

Aim 5: Support the adoption of important new public health approaches to reducing overdoses.

In 2022, there were 3,026 drug overdose deaths in New York City, 81% of which involved fentanyl. NYC is committed to employing a public health approach to reduce overdose deaths citywide. The initiative below outlines the City’s support for the Overdose Prevention Centers, an essential next step for protecting New Yorkers at risk of fatal overdose. Renew the call for New York State to allow the Overdose Prevention Center pilot.



Implemented

Renew the call for New York State to allow the Overdose Prevention Center pilot.

TRACKER INITIATIVE #100

Overdose Prevention Centers (OPCs), also called supervised injection sites, are health care facilities that aim to improve individual and community health, increase public safety, and reduce consequences of drug use—including overdose deaths, public drug use, and syringe litter. More than 100 OPCs have operated around the world in dozens of jurisdictions for more than 30 years. OPCs offer supervised, hygienic spaces in which people can use pre-obtained drugs, have drugs tested for substances such as fentanyl and xylazine, and access health and mental health care, drug treatment, and other social services, onsite or by referral.

In November 2021, the nation’s first publicly recognized OPCs opened in NYC. OPC services are operated by OnPoint NYC within their existing syringe service programs located in East Harlem and Washington Heights, with oversight from the NYC Department of Health. As of February 2024, these sites have served more than 4,400 participants more than 117,000 times and have successfully intervened in over 1,300 overdoses. There have been zero overdose deaths onsite since the initiation of OPC services. Among individuals who used OPC services during the first two months of operation, 76% reported that they would have used drugs in a public or semipublic location if OPC services had not been available. More than half of individuals using OPC services received additional support at the sites, including counseling and medical care.

Aim 6: Pursue new approaches to safety, outreach, and regulation through civilian agencies.

The City has identified several important areas of daily life for which safety, outreach and regulatory functions should be handled by non-law-enforcement personnel and is in the process of transitioning these responsibilities from the NYPD to other City agencies. The initiatives below outline the City's efforts.



Implemented

Transition homeless outreach from the NYPD to DHS.

TRACKER INITIATIVE #101

The NYC Department of Homeless Services (DHS) outreach staff works to ensure that individuals experiencing unsheltered homelessness have access to social services, suitable transitional housing, and assistance while addressing conditions that create a risk to public health and safety, are in violation of City local laws, and are unsanitary and exist in locations not suitable for human habitation. DHS's goal is to prioritize every client's individual needs, and during the joint interagency operations, the role of DHS is to engage and encourage New Yorkers experiencing unsheltered homelessness to accept the dedicated services, supports, and transitional housing placements which will help them stabilize their lives.

In March 2022, Mayor Adams announced an "enhanced effort to connect New Yorkers living on the streets with social services and clean up public spaces across the city." Part of this plan was the convening of a multi-agency task force that included DHS, NYPD, the Department of Sanitation, Parks Department, and the New York State and New York City Departments of Transportation. This task force has since led the City's clean-up efforts with teams from this task force working together to conduct the multi-agency clean-up operations.



Implemented

Transition street vending enforcement from the NYPD to DCWP.

TRACKER INITIATIVE #102

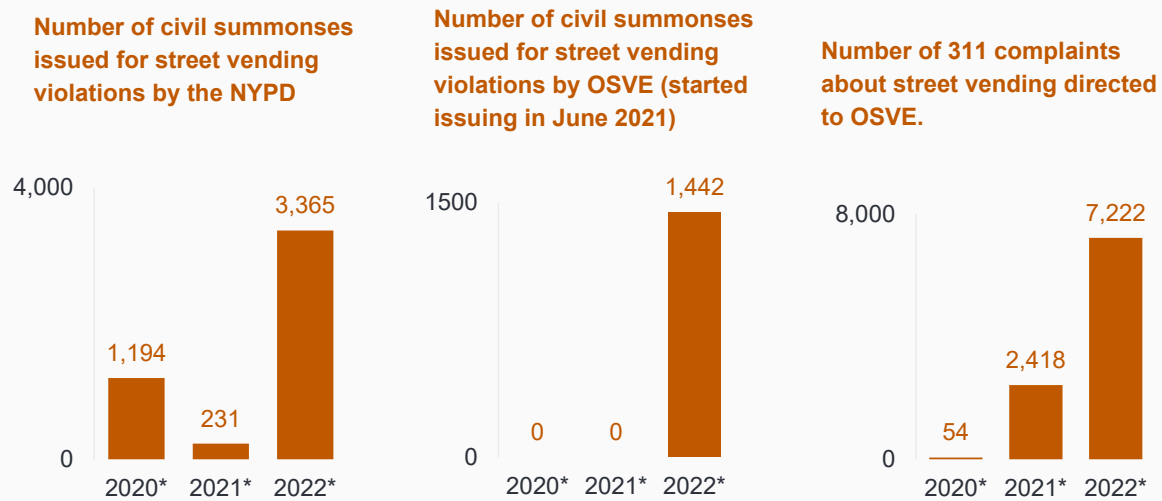
In 2021, after passage of [Local Law 18 \(2021\)](#),⁶³ the City created the Office of Street Vendor Enforcement (OSVE) to serve as the primary entity for street vendor enforcement. As the primary

⁶³ <http://nyc.legistar1.com/nyc/attachments/fb8e8a99-7cba-4ae6-a860-add8172f030b.pdf>

enforcement agency for street vending, OSVE receives street vending complaints through 311, elected officials, and other community groups, and works with other agencies, including the NYPD, DSNY, Parks, DOHMH, and DOT, to provide community support and equitable enforcement.

Between January 15, 2021, and June 1, 2021, OSVE conducted extensive education efforts to ensure street vendors were aware of applicable laws and rules. On June 1, 2021, OSVE began its enforcement of vending. The number of civil summonses issued for street vending violations by the NYPD increased from 1,194 between July 2019 and June 2020 to 3,365 between July 2021 and June 2022. During those same time periods, the number of 311 complaints about street vending directed to OSVE have increased from 54 to 7,222. In addition, OSVE issued 1,442 civil summonses for street vending violations between July 2021 and June 2022. After being housed at the Department of Consumer and Worker Protection, the Office of Street Vendor Enforcement is now housed at the NYC Department of Sanitation.

FIGURE 17.
Number of 311 Complaints about street vending directed to OSVE increased from 2,418 in 2021 to 7,222 in 2022.



*Fiscal Year (example July 2019 – June 2020)



Implemented

Transition press credentialing from NYPD to Mayor's Office of Media and Entertainment (MOME).

TRACKER INITIATIVE #103

The Mayor's Office of Media and Entertainment (MOME) supports the employment of nearly half a million workers and oversees the generation of over \$104 billion in economic activity. Pursuant to [Local Law 46 \(2021\)](#),⁶⁴ the duty to issue press credentials transferred from the NYPD to MOME. Subsequently, MOME established the Press Credential Office (PCO) to issue and manage press credentials.

MOME intends for press credentialing to be administered in a manner that promotes a free and independent press, subject to reasonable safety and evidence preservation concerns. Anyone denied a press credential will be entitled to appeal such denial before the Office of Administrative Trials and Hearings (OATH). Only MOME is authorized to suspend or revoke a press credential and such suspension or revocation may not occur until after the holder is provided with an opportunity to be heard before OATH.

Since MOME opened the Press Credentials Office in January 2022, efforts have been made to make the application process more timely, transparent and equitable. For example, PCO has digitized the press credentialing application process. With a technology-first approach and considerations for both security and First Amendment rights in mind, the PCO has developed an online portal for both application submissions and application processing. In addition, the PCO has worked to develop resources and conduct outreach to ensure that members of the press are properly informed.

Available resources and outreach efforts include:

- PCO Website
- Live Webinar Presentation
- Public Hearings
- Online Registration Video Guide
- Apply for a Press Card Online Video Guide
- Guide to OATH Proceedings

The PCO is collecting data regarding press card applications and plans to share available information with the public. MOME is currently working with the Open Data Team at OTI on automating Press Credential Office's reports for the Open Data website. Currently, the plan is to commence these reports in Fall 2024.

⁶⁴ <http://nyc.legistar1.com/nyc/attachments/1183e800-ba5b-41f1-b3e8-9242e4f61f23.pdf>



Implemented

Center DOT as the agency responsible for ensuring street safety in New York City by expanding their role in serious traffic crashes.

TRACKER INITIATIVE #104

As part of the City's efforts to pursue new approaches to safety, outreach, and regulation through civilian agencies, the New York City Department of Transportation (DOT) created a new Serious Injury Response Tracking and Analysis (SIRTA) program. Under this program, created pursuant to [Local Law 49 \(2021\)](#),⁶⁵ NYC DOT investigates, analyzes and reports on all serious vehicular crashes; reviews street design, infrastructure and driver behavior at each crash location; and makes recommendations for safety-maximizing changes to street design or infrastructure. NYC DOT reviews site conditions both to identify immediate issues (e.g., downed sign, broken traffic signal, etc.) and to help inform the investigation. The NYPD Collision Investigation Squad (CIS) continues to investigate crashes to determine any criminal wrongdoing. In addition, every location with a traffic fatality or critical injury is visited by both agencies. Since 2022, as required by the new local law, NYC DOT has posted on its [website](#)⁶⁶ a quarterly report regarding each SIRTA investigation completed during the preceding three-month period. The DOT SIRTA team completed 677 investigations in Q4 of 2023.



Implemented

Transition management of the Crime Victims Assistance Program from the NYPD to the Office of Crime Victims Supports.

TRACKER INITIATIVE #105

The Crime Victim Assistance Program (CVAP), which operates in precincts and NYCHA Police Service Areas citywide, has dedicated victim advocates for survivors of domestic violence and additional advocates for victims of every other category of crime. The program provides safety planning and support in the immediate aftermath of a crime, as well as connections to ongoing individual or group therapy, and help navigating the legal and financial challenges that can emerge after a crime has occurred. The Mayor's Office of Criminal Justice was able to successfully transfer programmatic oversight, fiscal operations, and contracting for CVAP to the Office of Crime Victim Supports (OCVS) in Fall 2021.

In November 2021, the City dedicated additional funding for CVAP to staff specialized victim advocates for survivors of sexual violence in each borough. These advocates provide critical support to survivors throughout the pendency of a special victims investigation and case. OCVS staff convened with CVAP leadership, managers, and the NYPD bi-weekly until Summer 2022 to ensure the program met operational targets as the City emerged from the COVID-19 pandemic. A key focus

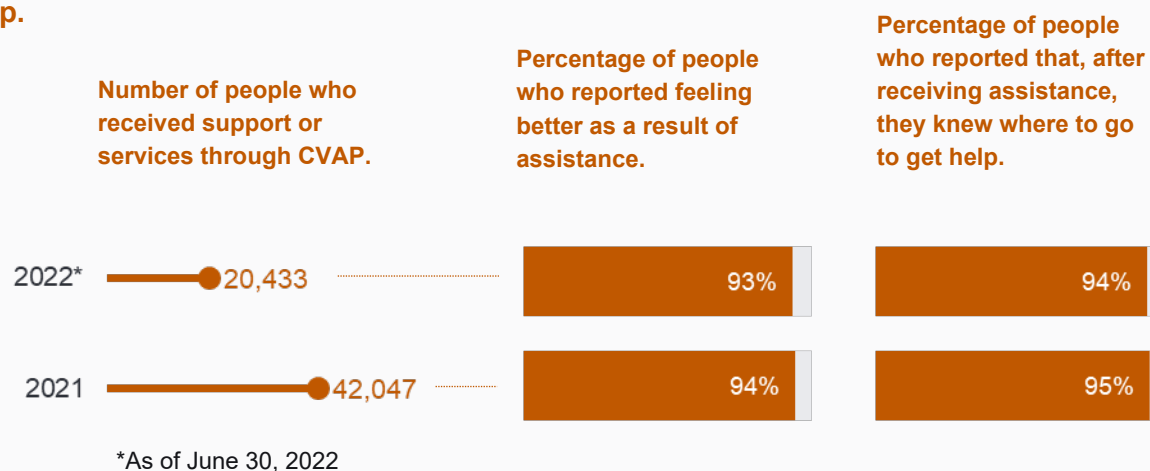
⁶⁵ <http://nyc.legistar1.com/nyc/attachments/3e91fc42-f2af-4ace-933c-867f952ff7ae.pdf>

⁶⁶ <https://www.nyc.gov/html/dot/html/about/dotlibrary.shtml#data>

was staffing levels, which had fallen significantly in 2020 and 2021 as advocates opted for remote or hybrid work options. By August 2022, Safe Horizon was able to get staffing back to pre-pandemic levels, collaborating closely with NYPD and OCVS to ensure staff were vetted and onboarded in a timely manner.

FIGURE 18.

Of all the people who received support or services through CVAP, more than 90% consistently reported feeling better as a result of the assistance or knew where to go to get help.



Aim 7: Improve support for victims of domestic, gender-based, and family violence through access to critical resources and customized training for officers.

The City will invest in community-based resources and supports for addressing family violence. Family-related homicides, as defined in the NYC Domestic Violence Fatality Review report, are homicides involving individuals who are related by marriage or blood, such as parents/children, siblings, grandparents/grandchildren, cousins, and in-laws. In 2019, family violence related homicides were up 52%, from 25 in 2018 to 38 in 2019.

The City is committed to enhancing responses to family violence, interpersonal violence, and gender-based violence by investing in new community-based resources, focusing on neighborhoods with the highest rates of family violence. This enhanced response will aim to reduce violence, promote housing stability, reduce law enforcement involvement for victims, and enhance connections to services and test intervention models outside of the criminal legal system. The initiatives below highlight the City's progress on those and other reforms to support survivors.



In Progress

Invest in community-based resources and supports for addressing family violence.

TRACKER INITIATIVE #106

To address the issue of family violence, the Mayor’s Office to End Domestic and Gender-Based Violence (ENDGBV) is seeking to implement a demonstration project for community-based Family Violence Services (FVS) in neighborhoods identified as having the greatest need for services. The purpose of this project is to provide much-needed resources to people impacted by family violence, with the underlying goal of enhancing housing stability by strengthening healthy family relationships, reducing law enforcement involvement in the lives of families, and expanding connections to more holistic supportive services.

Recognizing that not all family violence is reported to law enforcement, this demonstration project for FVS will seek to: (1) fill a knowledge gap on family violence incidence; (2) test community-based intervention models; and (3) contribute data to expand programming for a broader impact.

ENDGBV is leading on this initiative, which will launch in 2024 and will dedicate \$1.15 million annually to community-based resources and supports addressing family violence.



In Progress

Analyze barriers to survivors in accessing services and develop recommended strategies for reducing these barriers.

TRACKER INITIATIVE #107

The CUNY Institute for State and Local Governance (ISLG) and the Mayor’s Office to End Domestic and Gender-Based Violence (ENDGBV) analyzed services for survivors that are available across the City to better understand where and how service providers require survivors to provide criminal legal system documentation. Through focus groups and interviews with approximately 50 stakeholders—representing survivors, community-based organizations, and experts in housing, immigration, and family law—ISLG explored where there are formal policy requirements and where survivors feel pressure to engage with the criminal legal system; whether those expectations discourage or hinder survivors from accessing services; and what changes can be made to reduce or eliminate expectations to engage with the criminal legal system, both through formal policy reform and culture change. ENDGBV and ISLG are expanding this project to understand the barriers faced specifically by criminalized survivors. A report on the project is expected in 2024.



Implemented

Mandate training for officers to provide advanced skills to support survivors of and communities affected by domestic- and gender-based violence.

TRACKER INITIATIVE #108

ENDGBV has collaborated with NYPD and community partners, including survivors, to develop interactive, mandated, online training modules for officers. This training will provide officers with advanced skills to support and engage with survivors and communities affected by domestic and gender-based violence. ENDGBV, ISLG, and the NYPD met regularly 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. An NYPD Domestic and Gender-Based Violence Training Committee recently launched pursuant to [Local Law 49 \(2022\)](#).⁶⁷ The recommendations of this committee will inform the training for officers.

Aim 8: Develop more responsive and consistent approaches to helping survivors of domestic, family and gender-based violence.

In order to be more responsive and provide consistent approaches to help survivors, the City aims to enhance transparency and accountability by receiving community feedback, examining policies and procedures to minimize the trauma of survivors, and provide trainings. The initiatives below outline the progress of this objective.



In Progress

NYPD will work with ENDGBV to create a formalized structure to receive community feedback, enhance transparency, and support accountability to survivors and their communities.

TRACKER INITIATIVE #109

ENDGBV is working with ISLG and Voices of Women (VOW) to develop a formalized structure for local precincts to receive ongoing feedback from survivor advocates. The goal is to enhance

⁶⁷ <http://nyc.legistar1.com/nyc/attachments/68ea2009-8b1c-475c-bf16-72605accdace.pdf>

relationships with law enforcement and survivors at the local level, creating ongoing feedback loops to ensure survivor-centered responses to incidents of domestic and gender-based violence. Monthly working meetings with all partners began in June 2022. VOW conducted listening sessions with domestic and gender-based violence survivors and recently presented on the listening sessions to the NYPD and is creating a final report based on these listening sessions.



In Progress

NYPD will 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.

TRACKER INITIATIVE #110

ENDGBV is collaborating with the NYPD to meet with external experts and community representatives to support and provide feedback about how best to minimize the number of times a survivor has to tell their story throughout an investigation to avoid reliving traumatic events. ENDGBV is facilitating regular meetings between the NYPD and domestic and gender-based violence advocates. ENDGBV is working on creating plain language materials to explain the role of the domestic violence police officers in the precincts, and to help train the desk sergeants on best practices for responding to domestic and gender-based violence survivors coming into the precincts.



Implemented

NYPD will develop training modules in collaboration with the ENDGBV Training Team.

TRACKER INITIATIVE #111

Community partners, including survivors, who have engaged with the NYPD and domestic and gender-based violence providers and advocates collaborated with the ENDGBV Training Team to develop training modules. ENDGBV and the NYPD Counseling Unit collaborated 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.

See progress update for Initiative 108 above.

Aim 9: Develop new policies and approaches to combating sex trafficking which focus on the traffickers and do not entangle victims or those selling sex in the criminal legal system.

The City is working on new strategies to combat sex trafficking while working to eliminate arrests for selling sex, as well as reviewing 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. The initiatives below outline these ongoing efforts.



Implemented

Support changes in State Law that would expand the number of crimes for which a victim of sex or labor trafficking could have their conviction vacated.

TRACKER INITIATIVE #112

Governor Hochul signed A459/S674, known as the [START \(Survivors of Trafficking Attaining Relief Together\) Act](#),⁶⁸ on November 16, 2021. The bill allows individuals to file a motion asking a court to vacate all criminal convictions where their participation in the offense was the result of having been a victim of sex or labor trafficking, compelling prostitution under New York law, or trafficking in persons as defined by federal law. This legislation builds on a law passed in 2010 in New York allowing victims of human trafficking to vacate prostitution-related criminal convictions. Any conviction is now eligible, including violent offenses, if they were a result of an individual having been trafficked.

⁶⁸ <https://www.nysenate.gov/legislation/bills/2021/S674>



Implemented

TRACKER INITIATIVES #113 – #119, #121

- #113** Launch Task Force on Health and Safety Needs of Sex Workers to develop recommendations to expand supportive community-based services for sex workers.
- #114** The Task Force on Health and Safety Needs will issue recommendations.
- #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.
- #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.
- #117** The Task Force will create strategies to address racialized policing of sex work.
- #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.
- #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 will create proposals to address allegations of past misconduct and abuse, coercion and exploitation of sex workers.
- #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 being trafficked.

Progress update for Initiatives 113-119, 121.

The Task Force on Health and Safety Needs of Sex Workers has concluded 17 focus groups with the District Attorney's offices and the NYPD around three central topics of discussion: 1) addressing gaps in programs and services; 2) shifting police policy and practice; and 3) investigating and prosecuting trafficking. Based on these focus groups, the Task Force has created a presentation with findings and three broad categories of recommendations which include addressing gaps in programs and services, shifting policy and practice, and investigations and prosecution of trafficking.



Implemented

Develop new strategies to combat trafficking while working to eliminate arrests for selling sex.

TRACKER INITIATIVE #120

The Task Force will evaluate ongoing reforms to the Vice Enforcement Division and create proposals to address allegations of past misconduct and abuse, coercion, and exploitation of sex workers. The Task Force convened 17 focus groups with the District Attorney's offices of all five boroughs and the NYPD around three central topics of discussion: 1) Addressing gaps in programs and services, 2) Shifting police policy and practice, and 3) Investigation and prosecution of trafficking. Based on these focus groups, the Task Force created a presentation with findings and recommendations. In January 2024, the Task Force presented its findings and recommendations at a convening of city agencies and law enforcement. This convening focused on identifying actionable steps the city can take to hold traffickers and harm doers accountable while addressing the needs of those involved in the sex trades.

Aim 10: 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.

The City recognizes the importance of being proactive before a family becomes unhoused. The initiative below outlines an expansion of the Homebase program, a comprehensive and innovative network of homelessness prevention services that provides an array of services and financial assistance to families at risk of becoming unhoused to help them remain in their communities and out of shelters.



Implemented

Fund \$1.28 million for the Department of Social Services Homebase budget for a two-year pilot to expand prevention services.

TRACKER INITIATIVE #123

The Upstream Prevention Pilot Program at the Department of Social Services (DSS) is a two-year pilot to expand prevention services to families with children who are experiencing chronic school absenteeism or legal system involvement and are at risk of homelessness. The program added capacity to the Human Resource Administration (HRA) homelessness prevention Homebase program

to be able to serve households further upstream, before they experience an urgent housing crisis and may need to enter a shelter. The pilot program also seeks to enhance service coordination between the DOE, HRA, and other involved agencies, such as the NYC Administration for Children’s Services (ACS) and the Department of Youth and Community Development (DYCD). Homebase serves households with income below 200% of the federal poverty guidelines who are experiencing housing insecurity.

HRA continues to coordinate with the DOE and ACS and is conducting additional outreach to engage DYCD, and other potential partners, as well. Homebase non-profit contractors were selected in Brooklyn, Bronx, and Queens. Schools with high rates of chronic absenteeism were designated for enhanced Homebase outreach. Between July 2021 and June 2022, Homebase providers enrolled over 282 families, with an additional 89 families enrolled between July and October 2022. As of October 2022, of the 278 families who have been enrolled in the pilot for one year or more, 98.6% have avoided entering the DHS shelter system and remain housed in the community.

FIGURE 19.
In Fiscal Year 2022, 282 families were enrolled with an additional 89 in Fiscal Year 2023.



*Fiscal Year - July 1, 2022 - October 21, 2022

A Diverse, Resilient, and Supported NYPD



NYC

A Diverse, Resilient, and Supported NYPD

In recent years, the New York Police Department (NYPD) has made a concerted effort to recruit more women and people from underrepresented groups with the aim of creating a workforce that mirrors the communities it serves. Likewise, the Department is working to build a culture that promotes the mental health and wellness of officers, reduces the stigma of seeking help, and promotes stress management. Despite the recent increase in the number of women and underrepresented persons joining the Department and the creation of NYPD's Health and Wellness Section, there is still significant work needed to build a more diverse and resilient law enforcement agency that fully reflects the communities it serves. The initiatives in this Section aim to examine barriers to recruitment and reform the discretionary promotions process to center on transparency and fairness. The City is committed to building upon the Department's evolving culture by increasing resources and opportunities, as well as promoting professionalism and excellence.

Initiatives were developed to address the following aims:

- **Ensure that the composition of the NYPD's workforce is reflective of the community it serves at all levels of the organization and examine barriers to recruitment.**
- **Reform the discretionary promotions process to center on transparency and fairness.**
- **Build and strengthen internal Departmental supports for officers to promote wellbeing and advancement.**

Progress on each of these aims and strategies—including relevant progress on more targeted initiatives that fall under them—is presented below.

Aim 1: Ensure that the composition of the NYPD's workforce is reflective of the community it serves at all levels of the organization and examine barriers to recruitment.

A workforce that mirrors the communities served may help to strengthen the relationship between the community and the NYPD. In order to develop the most diverse law enforcement agency in the nation, the NYPD has begun to review their recruitment policies and practices to examine the impact of the qualification process on the diversity of recruits to determine if more flexibility is needed. The initiatives below comprise the City's efforts to have the NYPD workforce better reflect the population of New York City.

Please note - the status and summary for initiatives 43-46 have moved to this aim, as they fit better with other initiatives aimed at ensuring a diverse, resilient, and supported NYPD.

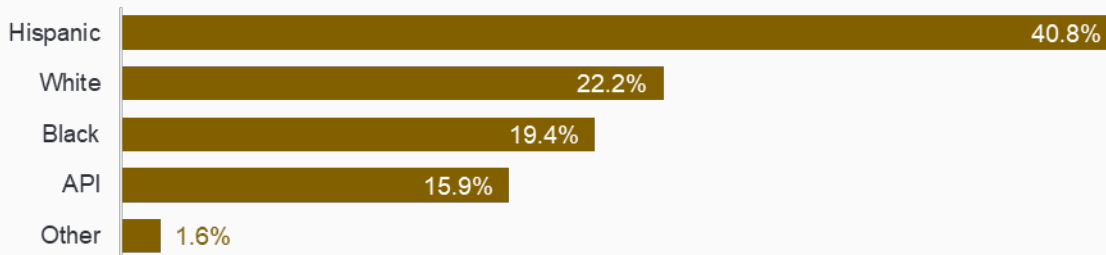


Engage community-based organizations in partnership with City Council to implement a paid recruitment campaign and strategies to increase the diversity of the NYPD applicant pool, including a specific focus on outreach to African American candidates.

TRACKER INITIATIVE #43

The NYPD Recruitment Section partnered with three community-based organizations (CBOs) located in Harlem, Williamsburg, and the North Shore of Staten Island. In conjunction with the CBOs, NYPD officers were able to hold successful tutoring and informational sessions for the Police Officer’s Entrance Exam at locations in their respective communities. The CBOs also assisted in disseminating recruitment material. The NYPD plans to partner with additional CBOs in more communities throughout the City, with the goal of reaching more African American candidates in the target age group and increasing the diversity of the workforce. As of 2022, the NYPD’s uniformed workforce consists of 42.5% Whites, 15.8% of African Americans, 31.2% of Hispanic and Latinos, and 10.6% of other group(s).

FIGURE 20.
Demographics of police officers hired in 2022.



Facilitate hiring and application workshops in communities most affected by the criminal legal system.

TRACKER INITIATIVE #44

The NYPD Recruitment Section has partnered with schools, houses of worship, community centers, and community-based organizations throughout the five boroughs to help facilitate free tutoring and information sessions in underserved communities. Tutoring and information sessions are conducted

prior to and during the police officer exam filing period. In 2021, 105 tutorial sessions were held with 3,492 attendees. In 2022, 72 tutorial sessions were held with 1,947 attendees, as well as ten information sessions with 759 attendees, and three career fairs with 371 attendees.



Implemented

Establish partnerships with groups most affected by the criminal justice system to broaden the recruitment candidate pool.

TRACKER INITIATIVE #45

Beginning in September 2021, the NYPD Recruitment Section, in conjunction with the Community Affairs Bureau and the Patrol Services Bureau, formed partnerships with community-based organizations in Harlem, Williamsburg, and the North Shore of Staten Island. Through these partnerships, as well as partnerships with clergy, NYPD recruiters have been invited to community events and have been able to use community spaces to conduct tutoring and info sessions prior to and during the Police Officer exam filing period and have been able to broaden the recruitment candidate pool. Working relationships have been maintained with the organizations in Harlem and Williamsburg, and the NYPD is working to partner with more community-based organizations to increase its reach in communities most affected by the criminal justice system. In 2023, 47 tutorial sessions were held with 952 attendees. This outreach has proven to be beneficial and is now included in the Department’s hiring outreach strategy.



Implemented

Implement mentoring, leadership, and professional development programs to support officers from underrepresented populations early in their careers.

TRACKER INITIATIVE #46

In March 2022, to provide mentoring opportunities to officers from underrepresented populations early in their careers, the NYPD Office of Professional Development started accepting applications for a nine-month voluntary mentorship program to pair mentor and mentee officers from underrepresented groups. This program runs for 9 months, beginning in October and ending in June. Each fall 100 new members are selected (50 mentors, and 50 mentees) for the new cycle. In 2022, the mentees identified as 37% African American, 28% Latino, and 12% Asian/Pacific Islander; and 53% were women. The next cycle was launched October 10, 2023.



Implemented

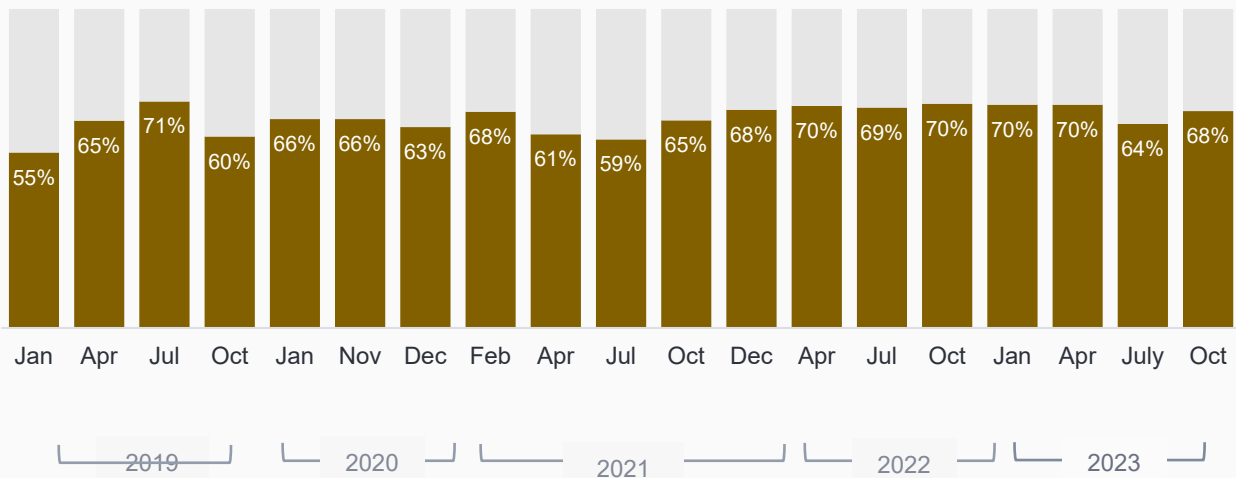
Make residence in NYC a more significant factor in hiring police officers.

TRACKER INITIATIVE #124

In the Fall of 2021, the City implemented an increase in credit for New York City residency from five points to 10 points out of a total of 55 points, to be added to the final score of applicants who pass the Police Officer Exam. Final scores are used to rank applicants on the eligibility list. This change in points may result in more city residents with greater familiarity of the communities the NYPD serves to apply and be selected to serve. Residence in NYC seems to have increased slightly over time among new recruits; in October 2019, prior to the change, 60% of the recruit class were NYC residents, compared to 68% of the October 2023 recruit class.

FIGURE 21.

For the 2023 cohorts, approximately 68% of the recruits were NYC residents.





Implemented

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.

TRACKER INITIATIVE #125

NYPD analyzed the candidate assessment data to examine the qualification process and shared results with City Hall. The Department is currently in the process of drafting the scope of work for a researcher to have a better understanding of why candidates do not complete the entire hiring process. Targeted outreach campaigns were launched to engage diverse applicants.

Aim 2: Reform the discretionary promotions process to center on transparency and fairness.

In the NYPD, once a uniformed member of service achieves the rank of Captain, that member may opt-in to the discretionary promotion process for further consideration. Promotion is at the discretion of the Police Commissioner and limited by available vacancies and budget. The NYPD considers a myriad of factors, including performance history (e.g., evaluations, discipline, and honors), as well as qualitative assessments of leadership, problem solving, competence in supporting the Department's mission, and community or Department interactions. However, the criteria are informal and have changed frequently, impacting members' career-planning and confidence in their professional futures, as well as community trust in the selection of their police leaders. The NYPD has committed to overhauling the discretionary promotion system, in partnership with experts in diversity, equity, and inclusion.



Implemented

Issue an executive order to ensure that a diverse candidate pool is considered for top NYPD promotions.

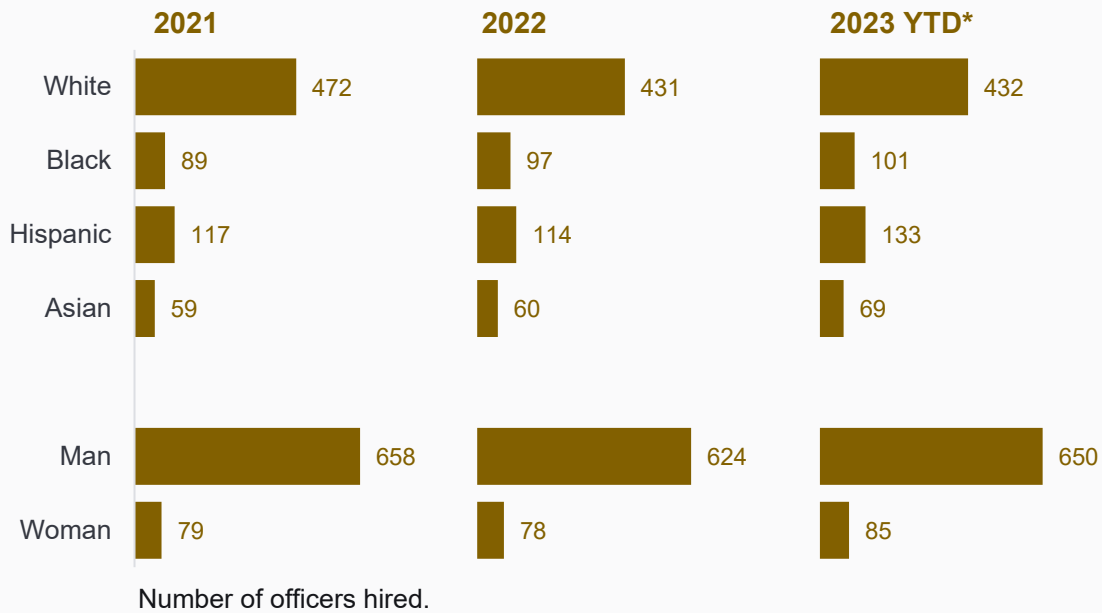
TRACKER INITIATIVE #126

In March 2021, [Executive Order 67](#)⁶⁹ was enacted, requiring a meaningful interview of at least one qualified applicant who is of an underrepresented race for discretionary senior positions and the position of Precinct Commander, with the goal of developing and retaining a diverse and inclusive workforce in the NYPD. This rule mimics the National Football League’s Rooney Rule, which was first adopted in 2003, and requires teams to interview at least two candidates of color for a head coaching position and several other leadership positions. As of September 2023, 41% of Uniformed NYPD officials above the rank of captain are people of color, compared to 36% in 2021.

FIGURE 22.

The percentage of people of color ranked Captain and above has increased from 36% in 2021 to 41% as of September 2023.

*As of September 2023



⁶⁹ <https://www.nyc.gov/assets/home/downloads/pdf/executive-orders/2021/eo-67.pdf>



Implemented

Commit to overhauling the discretionary promotion system, in accordance with best practices across law enforcement and in partnership with experts.

TRACKER INITIATIVE #127

Progress update for Initiatives 127-128.

To develop and retain a diverse and inclusive workforce, the NYPD undergoes a thorough application/interviewing process, founded on best practices and various systematic checks, before filling a senior discretionary position. As of February 2022, the NYPD has launched a redesigned process for executive promotions. The NYPD is continuously working on reviewing and redesigning the process.



Implemented

Systematically incorporate accountability into the decision-making process before a member of service is entrusted with additional responsibility.

TRACKER INITIATIVE #128

See progress update for Initiatives 127-128 above.



Implemented

Implement systemic checks within the discretionary and civil service promotion processes to identify disparities.

TRACKER INITIATIVE #129

While the NYPD completed its redesign of the discretionary promotion process for all ranks as of 2023, the civil service promotion process falls outside of the NYPD's jurisdiction and is governed by civil service law. A review of the civil service promotion process is ongoing.

Aim 3: Build and strengthen internal Departmental support for officers to promote wellbeing and advancement.

The NYPD aims to cultivate a culture that recognizes officers for, and supports them in, the work that they do, understanding that this is key to hiring and retaining the best officers. The Department is committed to creating additional opportunities for recognition and professional development, as well as building out and encouraging the use of mental health and wellness resources as needed.



Implemented

Enhance positive reinforcement, formally and informally, to change culture ("Shout Out a Co-Worker").

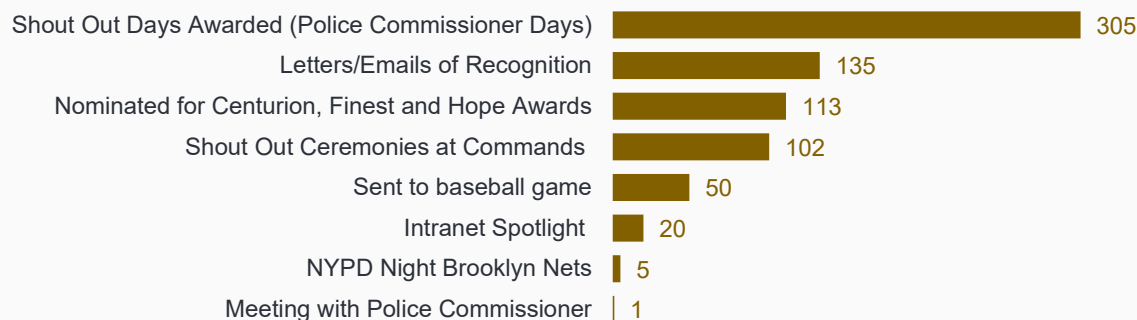
TRACKER INITIATIVE #76

Please note - the status and summary for this initiative have moved to this aim, as it fits better with other initiatives aimed at ensuring a diverse, resilient, and supported NYPD.

The Shout Out program was an NYPD employee recognition program started in April 2021 geared at promoting internal recognition amongst peers for their superior performance and commitment to duty. All NYPD employees were eligible. Upon witnessing great work, members were requested to send an email detailing the incident and identity of the member they were nominating. Nominees have received a variety of awards, including a Shout Out Commanders Day, an award from a non-profit partner, a letter of recognition, or a meeting with the Police Commissioner. Between April 2021 and September 2022, 140 civilian and 701 uniformed members of service were recognized through the "Shout Out" program. Shout Out ceremonies were held at the 14th, 73rd, and 109th precincts. The most common awards received were Police Commissioner Days and letters/emails of recognition. Commanding Officers were given Commander's Days to be used to reward exceptional performance by police officers, detective, sergeants, and lieutenants. This resulted in a day off work. As of 2023, this initiative is currently on pause. Beyond the Shout Out program, members, including supervisors and Commanding Officers, are able to recognize other members for exceptional actions via other internal mechanisms.

FIGURE 23.

841 total Uniformed and Civilian members of service were nominated/recognized through the “Shout Out” program between April 2021- September 2022. Awards were given in the following formats and events.



Implemented

Build a culture that encourages use of coping tools through the Critical Incident Stress Management Program.

TRACKER INITIATIVE #130

As part of an NYPD commitment to better support the wellbeing of service members and build a culture that encourages the use of available mental health resources, in July 2020, the NYPD Health and Wellness section launched the Critical Incident Stress Management program (CISM) to provide proactive mental health support to members who responded to a critical incident. A critical incident is an unusually challenging event that has the potential to create significant human distress and interfere with one’s normal coping mechanisms. CISM is a formal, comprehensive, integrated, systematic, crisis intervention approach to manage critical incident stress after critical and/or traumatic incidents to promote healthy functioning and recovery. This approach involves coordinated supportive tactics that provide individual and group support, stress education, and coping strategies. The program is facilitated by a clinician and peer counselor assigned to the Health and Wellness Section. To date, over 7,400 members of service from 79 commands—including Patrol Bureau, Transit Bureau, Housing Bureau, and specialized citywide units—have participated in the program. The program has expanded to include all members of service and offers consistent support services to 911 call takers and dispatchers. The CISM program is staffed by psychologists, a licensed mental health counselor, and social worker. Recruitment is ongoing to fill additional psychologist positions to enable further expansion. A survey has been created and distributed that examines the impact of the program on member’s perception of support, mental health stigma reduction, impact on help-seeking, and on increasing mental health literacy. Regarding satisfaction with the Critical Incident Stress Management Program, 80% of the participants surveyed were very satisfied and 18% were satisfied.



Implemented

Support professional development through the Commander's Course and leadership development programs.

TRACKER INITIATIVE #131

The NYPD's Office of Professional Development (OPD) developed a nine-day Executive and Leadership Development Workshop for uniformed executives who are interested in becoming operational commanders in Patrol, Housing, or Transit Bureaus. The workshop's purpose is to equip these executives with the knowledge, skills, and capabilities needed to become future leaders of a complex organization. The program is centered around strengthening participants' abilities in strategic thinking, planning, leadership, and management. Applications for the first cohort opened in September of 2021. As of January 2024, the OPD has completed ten cohorts of workshops. One hundred sixty executives have completed the workshop and 56% of eligible applicants who have taken the course have successfully been assigned to a Commanding Officer position. Due to broad interest, OPD has also scaled down the workshop and is now offering a shorter one-day course to frontline uniformed and civilian supervisors. This one-day course first became available in June of 2022. So far, 162 supervisors have been trained.



Implemented

Commit to an updated Patrol Guide that is more user friendly, less complex for officers, and transparent to the public.

TRACKER INITIATIVE #132

The NYPD Patrol Guide has been available on the Department's [website](https://www.nyc.gov/site/nypd/about/about-nypd/manual.page)⁷⁰ since 2017. Beginning in early 2021, an initiative was undertaken to overhaul the Patrol Guide, with the goal of removing antiquated procedures and redundant steps for the purpose of eliminating inaccuracies and disconnects between policy and practice. Half of the Patrol Guide has been reviewed, revised, and published. A table of contents has been added to the Patrol Guide. Additionally, the Department recently launched a new members-only platform that centralizes and streamlines all Guide-related documents, providing members with enhanced search capabilities and timely notification of policy changes.

⁷⁰ <https://www.nyc.gov/site/nypd/about/about-nypd/manual.page>

Appendix



New York City Agencies and Offices Responsible for Initiatives within the NYC Police Reform and Reinvention Collaborative Plan

City University of New York (CUNY):

The City University of New York is the nation's largest urban public university, a transformative engine of social mobility that is a critical component of the lifeblood of New York City. Founded in 1847 as the nation's first free public institution of higher education, CUNY today has 25 colleges spread across New York City's five boroughs, serving 243,000 degree-seeking students of all ages, and awarding 55,000 degrees each year. More than 80 percent of the University's graduates stay in New York, contributing to all aspects of the city's economic, civic, and cultural life and diversifying the city's workforce in every sector.

Civilian Complaint Review Board (CCRB):

The New York City Civilian Complaint Review Board (CCRB) is an independent agency. It is empowered to receive, investigate, mediate, hear, make findings, and recommend action on complaints against New York City police officers alleging the use of excessive or unnecessary force, abuse of authority, discourtesy, or the use of offensive language. The Board's investigative staff, composed entirely of civilian employees, conducts investigations in an impartial fashion. The Board forwards its findings to the Police Commissioner.

Commission to Combat Police Corruption (CCPC):


On July 7, 1994, the Commission to Investigate Allegations of Police Corruption and the Anti-Corruption Procedures of the Police Department (the "Mollen Commission") issued its final report. The Mollen Commission found that the New York City Police Department had undergone alternating cycles of corruption and reform. Mayor Giuliani created the Commission to Combat Police Corruption (the "Commission") on February 27, 1995, by Executive Order No. 18, to address that corruption.

Department of Consumer and Worker Protection (DCWP):

The NYC Department of Consumer and Worker Protection (DCWP)—formerly the Department of Consumer Affairs (DCA)—protects and enhances the daily economic lives of New Yorkers to create thriving communities. DCWP licenses more than 51,000 businesses in more than 40 industries and enforces key consumer protection, licensing, and workplace laws that apply to countless more. By supporting businesses through equitable enforcement and access to resources and, by helping to resolve complaints, DCWP protects the marketplace from predatory practices and strives to create a culture of compliance.

Department of Education (DOE):

The New York City Department of Education (DOE) manages the city's public school system. The City School District of the City of New York (or the New York City Public Schools) is the largest school



system in the United States (and the world), with over 1.1 million students taught in more than 1,800 separate schools. The DOE covers all five boroughs of New York City and has an annual budget of \$38 billion.

Department of Homeless Services (DHS):

As an agency of 2,000 employees, with an annual operating budget of over \$2 billion, the NYC Department of Homeless Services (DHS) is one of the largest organizations of its kind committed to preventing and addressing homelessness in New York City. As it engages in this mission, DHS employs a variety of innovative strategies to help families and individuals successfully exit shelter and return to self-sufficiency as quickly as possible.

Department of Mental Health and Hygiene (DOHMH):

With an annual budget of \$1.6 billion and more than 6,000 employees throughout the five boroughs, the Department of Mental Health and Hygiene is one of the largest public health agencies in the world. DOHMH prioritizes promoting healthy childhoods, creating healthier neighborhoods, improving public health surveillance systems, and bridging the gap between public health and health care.

Department of Transportation (DOT):

The New York City Department of Transportation's (NYC DOT) mission is to provide for the safe, efficient, and environmentally responsible movement of people and goods in the City of New York and to maintain and enhance the transportation infrastructure crucial to the economic vitality and quality of life of its primary customers, City residents.

Human Resources Administration (HRA):

The New York City Human Resources Administration (HRA) is dedicated to fighting poverty and income inequality by providing New Yorkers in need with essential benefits such as Food Assistance and Emergency Rental Assistance. As the largest local social services agency in the country, HRA helps more than three million New Yorkers annually through the administration of more than 12 major public assistance programs, with more than 14,000 employees and an operating budget of \$9.6 billion.

Mayor's Office of Community Mental Health (OCMH):

The Mayor's Office of Community Mental Health (OCMH) promotes mental health for all New Yorkers. OCMH prioritizes equity and inclusion and builds the evidence base for innovative approaches. For all its programs, OCMH tracks metrics and regularly publishes data on programmatic reach and the impact these programs are having on New Yorkers' lives.

Mayor's Office of Criminal Justice (MOCJ):

The Mayor's Office of Criminal Justice (MOCJ) advises the mayor on all matters relating to the maintenance and improvement of a fair and equitable justice system. Recognizing that public safety cannot be achieved by law enforcement alone, MOCJ brings together community and institutional stakeholders to address the systemic issues that undermine the safety and stability of our neighborhoods. MOCJ works to move New York City forward by providing better resources and expanding access to support and services needed to maintain healthy communities and improve public safety for all New Yorkers.

Mayor's Office for Economic Opportunity (NYCO):

The Mayor's Office for Economic Opportunity (NYC Opportunity or NYCO) helps the city apply evidence and innovation to reduce poverty and increase equity. Using the tools of data, design, and research, NYCO partners with agencies to improve the systems of government and make the City's social service programs more effective, efficient, and responsive.

Mayor's Office to End Domestic and Gender-Based Violence (ENDGBV):

The Mayor's Office to End Domestic and Gender-Based Violence (ENDGBV) develops policies and programs, provides training and prevention education, conducts research and evaluations, performs community outreach, and operates the New York City Family Justice Centers. ENDGBV collaborates with City agencies and community stakeholders to ensure access to inclusive services for survivors of domestic and gender-based violence, which can include intimate partner and family violence, elder abuse, sexual assault, stalking, and human trafficking.

Mayor's Office of Management and Budget (OMB):

The Mayor's Office of Management and Budget is the City of New York's chief financial agency. OMB's staff of more than 400 analysts assemble and oversee both the expense budget (Fiscal Year 2023 \$101.1 billion) and capital budget (Fiscal Year 2023 Adopted Capital Budget \$14.3 billion). This includes overseeing the budgets of approximately 90 City agencies and entities.

Mayor's Office of Media and Entertainment (MOME):

The Mayor's Office of Media and Entertainment's (MOME) mission is to support and strengthen New York City's creative economy and make it accessible to all. In 2019, the creative industries accounted for more than 500,000 local jobs and have an economic impact of \$150 billion annually. MOME comprises four divisions: the Film Office, which coordinates on location production throughout the five boroughs; NYC Media, the city's official broadcast network and production group; the Press Credentials Office, which issues press cards; and Programs and Initiatives to advance industry and workforce development across NYC's creative sectors.

New York City Police Department (NYPD):

The New York City Police Department (NYPD) is the largest and one of the oldest municipal police departments in the United States, with approximately 36,000 officers and 19,000 civilian employees.

Office of Crime Victim Supports (OCVS):

The Office of Crime Victim Supports (OCVS) is the first stand-alone municipal office of its kind in the country. OCVS takes a holistic approach to victim services, coordinating existing services to support New York City residents impacted by crime. OCVS works to address existing gaps in service by pursuing community-driven strategies and expanding access to support for all New Yorkers, particularly marginalized individuals.

Office of Neighborhood Safety (ONS):

The Office of Neighborhood Safety (ONS) combines the efforts of the Mayor's Action Plan for Neighborhood Safety (MAP), the Office to Prevent Gun Violence (OPGV), and Atlas to empower New Yorkers and work with them to pursue community-driven solutions to public safety.

References

- I. [Executive Order 203](#) - In response to growing social unrest occurring across the country, on June 12, 2020, Gov. Andrew M. Cuomo signed Executive Order 203 requiring each local government in N.Y. State to adopt a policing reform plan that maintains public safety while building mutual trust and respect between police and the communities they serve.
- II. [Local Law 68 \(2020\) – Initiatives #1-3](#) -- Local Law 68-2020 requires that the New York City Police Department submit a report to the Mayor and the Speaker of the City Council by January 31 of each year on the Department’s use of early intervention during the previous year.
- III. [Local Law 47 \(2021\) - Initiative #10](#) - In 2021, the City Council passed Local Law 47 (2021), which amended the New York City Charter to clarify that investigating allegations of “racial profiling and bias-based policing” falls under the CCRB’s “abuse of authority” jurisdiction. Prior to this amendment, all profiling and biased policing complaints received by the CCRB were referred to the NYPD’s Internal Affairs Bureau (IAB).
- IV. [Legislation Int. 2440-2021 – Initiative #11](#)- This bill would empower the Civilian Complaint Review Board (“CCRB”) to investigate, hear, make findings and recommend action upon complaints initiated by CCRB alleging police officer misconduct falling within CCRB’s jurisdiction. The bill would also require that the Police Department’s early intervention system collect and utilize the results of CCRB-initiated complaints and the results of all CCRB investigations of CCRB-initiated complaints.
- V. [New York Penal Law 160.50 - Initiative #14](#) - New York Penal Law 160.50 allows for the sealing of a defendant’s records upon the favorable termination of a criminal action against them.
- VI. [NY Senate Bill 6436 - Initiative # 16](#) – This bill would provide for the indefinite suspension of New York city police officers without pay pending the disposition of charges of incompetence or misconduct resulting in death or serious physical injury as defined in Section 10.00 of the Penal Law.

- VII. [Assembly Bill No. 8062 - Initiative #17](#) – This bill would allow access to sealed records and certain confidential records by the New York City Civilian Complaint Review Board in furtherance of the board's duties and functions.
- VIII. [Local Law 48 \(2021\) - Initiative #21](#) - In March 2021, the New York City Council passed Local Law 48, which created a private right of action for violations of rights protected by the Fourth Amendment, along with the elimination of the defense of qualified immunity in those cases. The law went into effect in April of 2021.
- IX. [Local Law 29 \(2022\) - Initiative #62](#) - The Office for Neighborhood Safety and Prevention of Gun Violence was codified in the New York City Charter by Local Law 29 of 2022. The Office has the mandate to "address gun violence and public safety holistically, using an approach that considers socioeconomic and public health factors and seeks to address the root causes of violence."
- X. [Local Law 45 \(2021\) - Initiative #70](#) - In 2021, City Council amended Local Law 45 to require NYPD to report on the number of traffic stops citywide on a quarterly basis, disaggregated by precinct, age, race, and the gender of the vehicle operators stopped. Additional data to be provided include use of force, arrests summonses, and searches.
- XI. [Intro 632-2022 Fair Chance for Housing Act – Initiative #82](#) - This bill prohibits housing discrimination in rentals, sales, leases, subleases, or occupancy agreements in New York City, on the basis of arrest record or criminal history. Landlords, owners, agents, employees, and real estate brokers would be prohibited from obtaining criminal record information at any stage in the process.
- XII. [Less is More: Community Supervision Revocation Reform Act - Initiative #83 – The Less is More Act](#) modifies the standard of evidence and certain other procedures when determining whether to revoke the community supervision of a person.
- XIII. [Local Law 18 \(2021\) - Initiative #102](#) - Local Law 18 of 2021 created the Office of Street Vendor Enforcement (OSVE) to serve as the primary entity for street vendor enforcement. Mayor De Blasio designated the OSVE be housed at DCWP in January 2021. OSVE is now housed at the Department of Sanitation.
- XIV. [Local Law 46 \(2021\) - Initiative #103](#) - Pursuant to Local Law 46 of 2021, MOME established the Press Credential Office ("PCO"). This law transferred the duty to issue press credentials from the NYPD to MOME's PCO division.

- XV. [Local Law 49 \(2021\) - Initiative #104](#) - Local Law 49 mandates that the Department of Transportation shall establish a crash investigation and analysis unit, which shall have the duty to analyze and report on serious vehicular crashes.
- XVI. [Local Law 49 \(2022\) - Initiatives #108/111](#) - Local Law 49 amends the New York City Charter and the Administrative Code in relation to police department domestic violence, sexual crimes, and human trafficking training, review, and reporting; and the Mayor's Office to End Domestic and Gender Based Violence fatality review and advisory committees.
- XVII. [NY State Assembly Bill A459 - Initiative #112](#) - This bill relates to confidentiality of records in proceedings to vacate convictions for offenses resulting from sex trafficking, labor trafficking and compelling prostitution.
- XVIII. [Executive Order 67 - Initiative #126](#) - According to EO 67, before the New York City Police Department (NYPD) makes any discretionary designation to fill any senior position, the NYPD must conduct a meaningful interview of at least one qualified applicant for each open position who is of a race that is underrepresented in senior positions at the NYPD.
- XIX. [The Public Oversight of Surveillance Technology \(POST\) Act - Initiative 26](#) - The POST ACT requires the NYPD to publish impact and use policies for the surveillance technologies used by the Department.