

MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



PARTNER AGENCIES & OFFICES



DFTA



DOP



DPR



DYCD



HRA



NYCHA



NYPD

Mayor's Office
for Economic
Opportunity

Mayor's Office
of Criminal
Justice

Mayor's Office
to End Domestic
and Gender
Based Violence

Mayor's Office
of Operations

The Mayor's Action Plan for Neighborhood Safety (MAP), an initiative led by the Mayor's Office of Criminal Justice (MOCJ), is a groundbreaking approach to promoting neighborhood public safety and preventing crime. The MAP model moves beyond enforcement to address factors underlying public safety—enhancing opportunities for work and play, health and well-being and youth development; promoting well-designed spaces that are active and maintained; and improving trust between neighbors and with a responsive and just government. MAP enhances coordination between City agencies and New York City Housing Authority (NYCHA) residents to increase mutual accountability over local conditions and challenges. Since 2014, MAP has focused on 15 of the 326 NYCHA developments across the five boroughs in neighborhoods that have faced historic disinvestment and, as a result, have experienced persistent safety challenges and violent crime. Through MAP, residents, government agencies, and nonprofit partners work together to co-produce enduring improvements in safety.

What makes MAP unique is its goal of reorienting government thinking and operations to center the voices and experiences of residents who live in historically disinvested communities. Through MAP's fundamental organizing process, NeighborhoodStat, partner agencies and residents come together for joint problem identification and the testing of solutions that enable system-wide change. The innovative NeighborhoodStat meetings, which span from being hyper-local development based convenings to citywide policy making discussions, have served as a platform for resident stakeholders and City agency partners to work together to enhance public safety. They have resulted in the identification and deployment of a diverse array of social services, physical space interventions and infrastructure improvements. Through MAP, MOCJ has made significant investments to help create a safer environment through physical infrastructure improvements including exterior lighting and closed-circuit TV cameras at the 15 developments.

The MAP Stakeholder Teams, which consist of at least 15 residents per site, continue to develop priority areas and place-based interventions to ensure that residents' voices are included in the City's decision-making process. In Fiscal 2020, MAP's focus was on strengthening neighborhood engagement by expanding the reach of the initiative, deepening relationships with community members, and drawing upon the local knowledge of residents to develop tailored solutions for the MAP neighborhoods. By pursuing a process that draws upon the principles of participatory budgeting,, residents living in MAP developments were not only able to generate ideas for place-based projects to improve community safety and well-being, but also voted on which community-based projects should be implemented. Encouraging democratic selection of these projects advances MAP's work to promote civic engagement and amplify resident voices in government decision-making. Additionally, the solutions pursued through this process during Fiscal 2021 will be designed and implemented by the people who understand the most about community context—residents living in the specific MAP communities.

With many of the NYC communities hardest hit by COVID-19 also being disproportionately impacted by gun violence, MAP has been working to keep residents safe and healthy amid these dual public health crises.

Between July and October 2020, during a peak period for citywide crime reports, index crime complaints in MAP developments rose by 39 percent and shooting incidents tripled compared to the same time last year. Although the past year has brought unprecedented

challenges for MAP communities, with it has come increased mobilization between the MAP initiative, its partners in government and community-based organizations, and resident leaders in every borough taking similarly bold action in supporting community health and thriving.

These efforts have yielded significant results. MAP developments have experienced a 12 percent decline in index crimes between Fiscal14 and Fiscal20, compared to a six percent decline NYCHA-wide. During this same period, MAP sites also had a notable 18 percent reduction in shooting incidents. Additionally, an [external evaluation](#) has found that MAP developments had monthly index crime declines that were nearly twice as great compared to non-MAP NYCHA sites (-7.5 percent at MAP vs. -3.8 percent at non-MAP NYCHA).

TRUST

NEIGHBORHOODSTAT EMPOWERS RESIDENTS TO LEAD PROBLEM SOLVING LOCALLY

NeighborhoodStat is a process that brings together neighbors, community-based organizations, and agencies to support safer, more vibrant communities. Developed by MOCJ, NeighborhoodStat serves as the operational and organizational centerpiece of MAP. It is a community-based problem-solving process grounded in the belief that public safety cannot exist without the public. It is an acknowledgment that safe and thriving neighborhoods require resident leadership, community and government support, and resources to produce sustainable change.

To that end, Local NeighborhoodStat, developed in partnership with the Center for Court Innovation, employs a series of local meetings that engage residents and MAP partners in sharing and using data to identify public safety priorities and solutions. These meetings, and the information they generate, are an important part of MAP's strategy to enhance accountability by providing local residents and stakeholders with key resources and access to decision-makers. By the end of Fiscal 2020, 365 residents took leadership roles in the NeighborhoodStat process as members of the MAP stakeholder teams. Because of the activities described below, thousands of additional residents have engaged in the MAP initiative and taken advantage of its resources and participatory safety-building process.

RESIDENTS SELECT, DESIGN AND IMPLEMENT PROJECTS TO ADDRESS THEIR PRIORITIES

Over the past two years, MAP stakeholder teams received training and support to develop action plans for community-based programs and placemaking events to address key community challenges. In Fiscal 2019 and Fiscal 2020, MAP stakeholders completed 41 of their first round of project ideas, which included built environment/public space enhancement projects (e.g., gardens, information kiosks, murals, and basketball court renovations), pop up programming to activate underutilized spaces in the evenings and weekends, and youth-focused social programs (e.g., music mentorship and computer coding programs).

In an effort to reach even more residents in MAP communities who were not yet engaged in the initiative, during Fiscal 2020 MAP hosted 15 Local NeighborhoodStat meetings—large-scale community events within each development. There, residents directly participated in a problem solving process, provided feedback on the priorities the resident team members identified, and generated ideas on how to increase safety at the development.

Encouraged by the invitation to participate in designing solutions for their development, more than 1,600 residents attended Local NeighborhoodStat events, an increase of more than 50 percent compared to the same period in the previous fiscal year. Stakeholder Teams collected more than 6,000 idea cards representing resident suggestions for safety and well-being interventions. The teams then gathered these submissions for a wider Make Your Voice Count campaign in which all MAP residents could select their top project idea to receive \$30,000 in committed funding from the Mayor's Office of Criminal Justice. Through the Make Your Voice Count campaign, MAP developments engaged 15 percent of their neighbors with over 9,200 votes cast.

This process gave us a clear path forward for projects to improve community safety in each of the 15 MAP developments. Due to constraints related to COVID-19, implementation of the projects selected through this participatory engagement process were paused; however, teams have since resumed this work and will implement winning projects in 2021.

ASSESSING AND MEETING RESIDENT NEEDS DURING COVID-19

During the COVID-19 emergency, New York's most underserved neighborhoods and residents have been more vulnerable. MAP quickly activated the robust community networks that grew from years of engagement to identify and address the immediate needs of residents. In fact, during the height of the pandemic, MAP's stakeholder teams of residents and agency partners met virtually at an increased frequency (on a bi-weekly basis) in order to share information and resources in real-time.

In Fiscal 2020, over 10,000 public housing residents completed a COVID-19 Needs Assessment form developed with the Center for Court Innovation (CCI) to determine urgent needs for food, water, and personal protective equipment. The Needs Assessment linked residents to essential items that CCI's Neighborhood Safety Initiative personally delivered, such as food and personal protective equipment (PPE), as well as supportive services including public benefits, healthcare, and senior case management through MAP agency partners. More than 7,400 relief packages of food, PPE, and cleaning supplies were delivered by June.

During the first four months of Fiscal 2021, MAP continued to utilize the COVID-19 Needs Assessment to connect more than 1,000 households to critical and sustainable services, successfully launching a low-barrier referral system that directly connects residents to partners such as the Department of Social Services/Human Resources Administration, the Department of Health and Mental Hygiene, the Department for the Aging, and local community centers. MAP also launched a virtual discussion series called the Community Resiliency Seminars, which take place on a weekly basis and highlight key resources and examples of resilience across MAP developments. These sessions are open to any MAP resident and offer space for learning and sharing in a time of uncertainty and trauma.

DESIGN

DEVELOPING AND PROMOTING CREATIVE DESIGN SOLUTIONS FOR THE CITY

MAP Design is leading a coordinated effort between public agencies and communities to improve neighborhood safety and well-being through changes in the built environment, programs, and policy. In Winter 2019, MAP published *Safe Places, Active Spaces: A Community Playbook for Transforming Public Spaces in Your Neighborhood*, a how-to-guide for residents and organizations seeking to work with City agencies to produce public space improvements. As a complement to the larger Playbook, MAP also produced smaller, more focused guides with step-by-step instructions on resident gardening, public art and public events at NYCHA. The promotion and distribution of the Playbook and Mini-Guides was interrupted by COVID-19 but will be expanded in 2021 with opportunities for resident training and peer exchange.

Through the NYCx Challenge, MOCJ partnered with the Mayor's Office of the Chief Technology Officer (MOCTO) and the Department of Transportation (DOT) to sponsor two smart lighting projects in Brownsville, Brooklyn. These two projects, which feature motion-activated 3D projection and streetlamps, were co-created and led by youth at the Brownsville Community Justice Center, and seek to brighten public corridors, enhance public safety, provide space for cultural activities and increase foot traffic to local businesses within Brownsville's Osborn Plaza and alongside Belmont Avenue. These projects were active throughout Fiscal 2020 and will remain in place through Spring 2021.

MAP continues to work with partners across a variety of agencies to raise the profile and improve policy around resident-driven design and planning, including through NYCHA's Connected Communities initiative, DOHMH's revised Active Design Guidelines, City Planning's revised Urban Design Guidelines, HPD's Where We Live Plan, and DOT's Open Streets program.

OPPORTUNITY

SUMMER YOUTH EMPLOYMENT FOR ALL MAP YOUTH

Since Summer 2017, MAP youth aged 14-24 have had access to a pool of reserved spots in the Summer Youth Employment Program (SYEP), reflecting MAP's goal of connecting young residents to employment opportunities that provide valuable skills and job readiness. The number of MAP youth who have secured a summer job has more than doubled since 2014 as the result of a coordinated outreach and enrollment campaign. In Fiscal 2020, 2,961 residents

from MAP developments enrolled in SYEP during the summer of 2019. During the summer of 2020 (Fiscal 2021), MAP partners worked with DYCD to respond to the needs of young people during the COVID-19 emergency. Through a robust campaign, 2,003 young MAP residents took part in entirely virtual experiences through SYEP Summer Bridge.

HELPING YOUNG PEOPLE THRIVE AND STAY SAFE THROUGH EMPLOYMENT PROGRAMMING

Because of the importance of youth employment opportunities, particularly during the COVID-19 Pandemic, MAP, in partnership with the Office to Prevent Gun Violence (OPGV) and the Young Men's Initiative (YMI) developed a remote component of the Anti-Gun Violence Employment Program (AGVEP) which offers young people between 14 to 24 years of age the chance to work with trusted mentors and learn new skills in a safe, virtual setting. AGVEP engaged more than 600 young people, 257 of whom reside in MAP developments, for six weeks in July and August. During summer 2020, young people participated in virtual courses in music production, coding, community journalism, financial literacy, and more, and earned a stipend while building career readiness.

PROVIDING EDUCATION, SUPPORT AND ENCOURAGEMENT TO AGING RESIDENTS

From March to June 2020, during the COVID-19 stay-at-home period, the DFTA MAP Community Advocates continued to maintain connections with MAP seniors by conducting wellness checks on hundreds of clients. The Advocates learned of technology needs among senior and caregiver households, and addressed the tech divide by distributing more than 300 tablets to caregivers while also connecting them to Older Adults Technology Services (OATS). Since then, the Grandparent Resource Center has held support groups virtually, and piloted a highly successful virtual Empowerment Series that builds skills among caregivers during these challenging times.

PROVIDING ACCESS TO FINANCIAL, FOOD, AND HOUSING SECURITY RESOURCES WITH THE HUMAN RESOURCES ADMINISTRATION (HRA)

During the first four months of Fiscal 2021, in an effort to ensure that MAP residents had access to public benefits support while HRA continues to experience intense demand citywide, the HRA MAP team of Outreach Specialists hosted multiple outdoor events to assist residents in applying for benefits or managing their cases. From July through October 2020, the team served more than 400 residents across the 15 developments during the outdoor pop-up events, and helped attendees apply for emergency rental assistance, Supplemental Nutrition Assistance Program (SNAP), grant-funded air conditioners, and more.

EVALUATION

The Research and Evaluation Center at the John Jay College of Criminal Justice is leading an evaluation of MAP and its component parts. A recent [report](#) released in October 2020 found promising and statistically significant associations between declines in crime and positive perceptions in social cohesion, collective efficacy, and awareness of social supports – all constructs which the MAP model targets. Findings indicate that as communities become more tightly connected and are better supported, they may experience gains in public safety outcomes.

The [study](#) also found that MAP sites were associated with a statistically significant 14 percent reduction in misdemeanors against persons, as well as a seven percent reduction in all misdemeanors, when compared to NYCHA sites with similar characteristics and controlling for other variables. The evaluation will be complete in Spring 2021.

CRIME STATISTICS IN THE 15 DEVELOPMENTS										
Number of Incidents									4-month Actual	
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY20	FY21	% Change
Total index crime	867	810	837	759	778	747	766	276	383	38.8%
Violent crime	625	531	610	547	558	559	534	183	273	49.2%
Property crime	242	279	227	212	220	188	232	93	110	18.3%
Shootings	34	35	29	27	22	27	28	6	24	300.0%
The seven index crimes are murder, rape, robbery, felony assault, burglary, grand larceny and grand larceny auto. Violent index crimes include felony murder, rape, robbery and felony assault. Property index crimes include felony burglary, grand larceny, and grand larceny auto.										

Agency/Office	Indicator Name	Actual		4-month Actual		Target
		FY19	FY20	FY20	FY21	FY21
Improved Infrastructure / Environmental Design						
NYCHA	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.) ¹	67	*	*	13	14
	Cameras installed (closed circuit television) (#cameras) ²	232	276	276	469	469
Community Engagement & Programming						
Parks	Kids in Motion participants across MAP sites ³	43,510	45,622	45,622	*	*
	Shape-Up participants across MAP sites ⁴	22,616	20128	7,587	231	*
DYCD	MAP Summer Youth Employment (SYEP) participants ⁵	3,033	2,961	2,907	2003	2,000
DOP	Participants enrolled in the Next STEPS youth mentorship program ⁶	235	185	114	78	200
	Participants who positively exited Next STEPS program	184	128	52	64	100
HRA	Appointments to connect individuals to HRA services ⁷	2,109	2559	1,217	847	2000
	Individuals connected to HRA services ⁷	1,508	1745	1,013	815	1600
DFTA	Total Participants in DFTA Support Groups, Trainings, and Workshops ⁸	3,002	3685	1,885	456	1,500
	Seniors engaged at public events ⁸	5,868	4392	2,357	58	*
	Program intakes ⁸	398	462	235	8	400
	Wellness Checks ⁹	*	*	*	149	500
GCF	Program Enrollees ¹⁰	50	5	17	10	20
MOCJ/CCI	Local NeighborhoodStat Attendees ¹¹	1083*	1584	1,584	*	1,000
	Local NeighborhoodStat - Resident Votes	*	9210	9,210	*	9,300
	Local NeighborhoodStat - Idea Cards Collected	*	5980	5980	*	6,200
NOTES						
1. One layered access point installation remains to be completed at Patterson Houses; all other LAC work is completed.						
2. Fiscal 2020 CCTV (closed circuit television) data increased from previously reported number as the completion date of work at Queensbridge Houses was revised. All CCTV work is now completed and reflected in the FY21 4-month actual data.						
3. Fiscal 2021 data impacted by COVID-19. Kids in Motion suspended at MAP sites.						
4. Fiscal 2020/2021 data impacted by COVID-19. Attendance reported reflects virtual Shape Up classes						
5. Fiscal 2021 data impacted by COVID-19. Attendance reported reflects virtual SYEP Summer Bridge program.						
6. Fiscal 2020/2021 data impacted by COVID 19. Next Steps sessions held virtually						
7. Fiscal 2021 data impacted by COVID-19. In-person appointments held during outdoor pop-up events with proper social distancing measures.						
8. Fiscal 2021 data impacted by COVID-19. All in-person DFTA services transitioned to virtual format.						
9. New Metric: DFTA "Wellness Checks" reflects calls made to clients during COVID-19 crisis						
10. Fiscal 2020/2021 data impacted by COVID-19.						
11. Fiscal 2019 actual increased after publication of previous MMR due to late reporting of one final event.						
12. Targets for FY21 modified or to be determined due to COVID-19 restrictions						

PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**

Butler
Castle Hill I and II
Patterson

- **BROOKLYN**

Boulevard
Brownsville
Bushwick
Ingersoll
Red Hook E and W
Tompkins
Van Dyke I and II

- **MANHATTAN**

Polo Grounds
St. Nicholas
Wagner

- **QUEENS**

Queensbridge I and II

- **STATEN ISLAND**

Stapleton



NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.