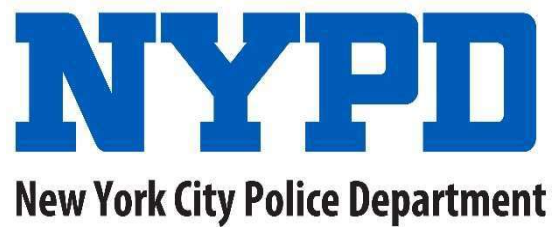


Current State of the NYPD

Reference Guide for the Reform and Reinvention Collaborative Process



October 2020

Contents

Introduction.....	1
Law Enforcement Operations.....	3
Neighborhood Policing	3
Violence Reduction.....	4
Hotspot Policing & Focused Deterrence	5
Use of Special Weapons and Tactics (SWAT)	6
No-Knock Warrants	6
Facial Recognition.....	7
DNA.....	8
Hate Crimes	8
911 Call Centers.....	9
“Stop and Frisk,” Pretextual Stops; Quotas.....	9
Using Summonses Rather than Warrantless Arrests for Specified Offenses	10
Crowd Control & “Demilitarization”	11
Strategies for Redeploying Police Resources to Other Agencies	13
Diversion and Restorative Justice	14
Community Partnerships.....	15
Community Outreach	15
Community Councils, Citizen Advisory Boards, and Committees	17
Youth Engagement	17
Underrepresented Communities.....	18
Policy and Training	19
De-Escalation	19
Use of Force Reporting and Accountability (Internal).....	20
Use of Force Reporting and Accountability (External)	21
Use of Force for Punitive or Retaliatory Reasons.....	22
Use of Chokeholds or Other Restrictions on Breathing	22
Shooting at Motor Vehicles/High Speed Pursuits	23
Less-than-Lethal Weaponry	23
Implicit Bias Training	24
Other Trainings	25
Police Department Accreditation	26

Police Reform and Reinvention Collaborative – NYPD Resource Guide

Public Reporting/Policy and Compliance	27
Internal Data Use to Drive Policy Decisions	27
Transparency	28
Effectiveness of Training Programs	29
Accountability and Discipline	31
Administrative Disciplinary Process	31
Early Intervention Systems (EIS)	32
“Near Miss” Events & Response	33
Officers Reporting Other Officer Misconduct	33
Impartial Reviews & Accountability	34
Policies and Values While Off Duty	35
Public Complaints	35
Legislative Oversight & Reporting	36
Recruitment, Retention & Resiliency	38
Recruitment	38
Diverse Leadership	38
Leadership Selection & Discretionary Promotions	39
Retention	40
Evaluations & Advancing Goals	41
Health & Wellness	42
Scheduling	43

Introduction

The purpose of this document is to outline the current practices of the New York City Police Department (NYPD) for the Reform and Reinvention Collaborative Working Group, following a comprehensive review of the current state of the NYPD that took place in the late summer and early fall of 2020. The NYPD prepared this reference guide in the interest of transparency. This guide provides a base-line education for any Working Group reader on the reform efforts undertaken by the current administration, throughout an era of rapid changes in policing and criminal justice. It maps the State’s Executive Order and associated Guidance¹ to today’s NYPD. This guide is intended to provide a current-state status, or a snapshot in time, of all mandatory and permissive subjects in the New York State Reform and Reinvention Collaborative Guidance, in order to inform the Working Group’s focus and resource allocation going forward. In that regard, this document does not purport to be a complete overview of NYPD policy, practice, training, or programmatic approaches to public safety, but is instead limited in scope to subjects at issue in the Executive Order. The information contained herein is largely publicly available, but is not otherwise available in an aggregate form.

The NYPD is the largest and one of the oldest municipal police departments in the United States, with more than 30,000 uniformed officers and almost 20,000 civilian employees. The mission of the NYPD is to enhance the quality of life for all people in New York City by working in partnership with communities to enforce the law, preserve peace, protect people, reduce fear, and maintain order. The Department strives to foster a safe and fair City by incorporating Neighborhood Policing into all facets of Department operations, and solve the problems that create crime and disorder through an interdependent relationship between the people and police.

The NYPD is an organization that is structured around bureaus and major offices that contain the Department’s enforcement, investigative, and administrative functions. As of this writing, the Department is made up of 23 Bureaus, including the Patrol bureau (~17,000 uniformed officers), Housing Bureau (~2,000 uniformed officers), and the Transit Bureau (~2,500 uniformed officers), all of which engage directly with the communities we serve.

¹ https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Police_Reform_Workbook81720.pdf

In order to best reflect the mission and organizational structure of the NYPD, the NYPD has organized the State’s guidance, and in turn this reference guide, into five parts. These sections are intended to provide the broadest possible overview of all elements of policing, and areas of concern about policing, in New York City. Specifically, this Reference Guide addresses (1) law enforcement operations; (2) community engagement; (3) policy and training (use of force and other); (4) accountability and discipline; and (5) officer recruitment, retention, and resiliency.

While the NYPD is proud of the progress it has accomplished during the past decade, this document is not intended to limit discussion, but rather to provide stakeholders with high-level insight into the current state of a complex and continuously evolving organization. This document is the result of the initial comprehensive review of police force deployments, strategies, policies, procedures, and practices at the outset of the Reform and Reinvention Collaborative Process.

March 2021

As noted above, this guide was prepared in the Fall of 2020, at the outset of the work of the New York City Reform and Reinvention Collaborative. This current-state status, or snapshot in time, changed rapidly as the work of the Collaborative unfolded in parallel to an ongoing reform effort that started more than seven years ago. In the short time that the Collaborative assessed this Resource Guide, engaged all critical stakeholders, and prepared the Reform and Reinvention Collaborative Plan, the NYPD continued to change.

Between the preparation of this document and the release of the first reform plan, the NYPD, among other impactful changes:

- implemented the Disciplinary Matrix and entered into a critical Memorandum of Understanding with the Civilian Complaint Review Board (CCRB) to ensure accountability and to create consistency, transparency, and fairness in the disciplinary process;
- released disciplinary records previously prohibited from disclosure by 50-a;
- accepted all recommendations regarding the policing of protests made by the Department of Investigation and the Office of the Corporation Counsel; and
- promoted key leaders who assumed new responsibilities as Chief of Department and Chief of Patrol, among others.

Law Enforcement Operations

Neighborhood Policing

- The cornerstone of today's NYPD is Neighborhood Policing, a comprehensive crime-fighting strategy built on improved communication and collaboration among local police officers and community residents. Neighborhood Policing greatly increases connectivity and engagement with the community while simultaneously improving the NYPD's crime-fighting capabilities.
- At the core of Neighborhood Policing are neighborhood coordination officers (NCOs). The NCOs serve as liaisons with the community, and also function as key crime fighters and problem solvers in their sector. NCOs get to know residents and local business owners, and come to better understand the issues they face by attending community meetings with neighborhood leaders and clergy, visiting schools, following up on previous incidents, and using creative techniques and adaptive skills.
- NCOs also function as adjuncts to the local detective squads, responding swiftly to breaking incidents and developing leads and evidence that might have been missed under the old patrol model. Most importantly, they feel a sense of belonging and responsibility that fosters a willingness to do whatever it takes to keep the neighborhood safe and secure.
- On January 29, 2020, the Department enhanced the Neighborhood Policing Strategy to attempt to prevent and address youth crime. The core of this strategy includes the establishment of Youth Coordination Officers leveraging underused spaces across New York City to engage young people. Further components of this initiative are:
 - Youth Coordination Officers: The creation of a Youth Coordination Officer (YCO) role in every precinct and housing command, modeled after the Neighborhood Coordination Officer. YCOs will be precinct experts and force multipliers for all youth-related matters. They will partner with city agencies and local community-service groups that have a stake in improved youth outcomes.
 - Leveraging the School Safety Division: The youth strategy incorporates the 5,500 school safety officers into command-level strategy meetings to enhance information sharing and connect young people to essential resources. (This aspect of the Department's youth strategy will be informed by decisions made during the most recent budget cycle.)

- Activate Spaces: The "activation" of underutilized fields, gyms, and classrooms citywide with productive and engaging activities geared toward young people.

Violence Reduction

- Cure Violence programs are a key component of the City's Crisis Management System, overseen by the Office to Prevent Gun Violence. OPGV launched in 2017 and works to address gun violence through a shift in social norms and the work of community members in mediating disputes to prevent shootings. OPGV is a key partner to NYPD. Cure Violence programs expanded significantly throughout this Administration.
- The Office of Crime Control Strategies analyzes and monitors trends across the city and develops strategies targeted to reducing crime, ensuring that these strategies are applied across all units of the NYPD. Data collection, analysis, and technology track existing trends and conditions and develop efficient precision policing strategies to suppress crime.
- The Department has redeployed resources to reduce violence and strengthen Neighborhood Policing. There are multiple programs and technologies in place that inform law enforcement operations and violence reduction. Examples include programs to address domestic violence, reduce gang violence, incentivize cooperation during criminal investigations, promote second chances through diversion, and support treatment over punitive approaches to addiction. Relevant technologies include using data analysis to identify patterns in crime, detect gunfire, and allocate resources in response.
- The Department has one of the most sophisticated domestic violence programs in the nation that runs parallel criminal and victim services cases using dedicated precinct-level officers.
 - The Department participates in numerous victim services initiatives across the city.
 - The Department has many dedicated Domestic Violence Crime Victim Advocates throughout the city.
 - Police officers are permanently assigned to five Family Justice Centers throughout the city to combat intimate partner violence.
- NYC Ceasefire is a program that was first launched in Brooklyn, and has since expanded into the Bronx, and Staten Island, that proactively delivers a strong, direct message to high-risk populations, including gangs, street crews, drug sets, etc., because of their disproportionate likelihood of becoming victims or perpetrators of violence, with the

goal of decreasing gun violence and other crime. While Ceasefire incorporates many aspects of traditional investigations and proactive policing, it is also revolutionary in that it's success depends upon unprecedented levels of cooperation between local, State, and Federal law enforcement agencies, clergy, community leaders, and social service providers. NYC Ceasefire is informed by best practices developed through successful applications of the Group Violence Intervention focused deterrence model in other US cities. The partnerships developed during the creation and continual operation of Ceasefire not only enable the reduction of violent crime, they also help to open up communication between the Department and some of New York City's most vulnerable citizens.

- The NYPD Crime Stoppers Program offers cash rewards for anonymous information provided to a hotline that leads to the arrest and indictment of a violent felon. The Police Foundation administers the program, distributes rewards, and coordinates media campaigns to encourage public awareness. To ensure the anonymity of callers and to maintain rewards, Crime Stoppers is not funded through traditional police department resources. The Police Foundation relies on donations to support the program's rewards and public education efforts.
- The Department uses Shotspotter, a technology that detects the sound of gunfire, to help deploy resources quickly where they are needed.

Hotspot Policing & Focused Deterrence

- The NYPD uses precision policing methods to identify, investigate, and arrest the relatively small percentage of offenders responsible for much of the city's crime and violence. Precision Policing and the Neighborhood Policing crime-fighting philosophy apply intensive analysis to individual cases and patterns.
- Both Neighborhood Policing and Precision Policing, in addition to cure violence programming, are effective in combating gang-related violence, gun violence, and fostering critical relationships with the communities they serve by effectively deploying resources to address crime and complaint conditions.
- Compstat has been considered the benchmark in policing since 1994 and was credited with helping to drive down crime rates for over 20 years. This statistics-based crime tracking model has been a central element to the Department's strategic planning through focused enforcement and policing in crime hotspots.
 - For decades the NYPD has used a comparative statistics methodology of tracking

crime and trends throughout New York City. [Compstat](#) is a tool that allows the public to view incidents in their communities, and that allows the NYPD to manage and track patterns of crime throughout the city.

- While Compstat is being continuously reimagined and improved, in concept, it is a tool that continues to help drive our mission and drive accountability of officers in the field.
- Additionally, the Department has several other programs, including [TrafficStat](#), an internet portal similar to CompStat 2.0 that provides the public information about traffic and collision reports; [DomStat](#), which tracks domestic violence cases; and CrewStat, which focuses in on criminal groups.

Use of Special Weapons and Tactics (SWAT)

- The NYPD does not have SWAT teams. The Department's Emergency Service Unit (ESU) is most comparable to SWAT teams in other law enforcement agencies, but remains fundamentally different. In general, SWAT teams are primarily tactical marksmen and markswomen trained to handle riots, high-risk warrants, barricaded situations, high-risk transportation, and terrorist attacks. ESU has a broader function that requires not only tactical and weapons knowledge, but a strong foundation in human psychology. ESU is uniquely trained and equipped to perform tactics and technical rescue duty for other department elements, and members of ESU are cross-trained in multiple disciplines for police, first aid, and rescue work, including a broad spectrum of crises encounters as they escalate in degree of difficulty.
- ESU is regularly called to incidents because their expertise and equipment capabilities surpass that of ordinary patrol officers. Assignment to ESU is highly competitive. Police Officers must have a minimum of 5 years in the Department, meet performance evaluation thresholds, and participate in an interview process for selection.
- ESU receives 34 days of Emergency Psychological Technician's (EPT) Training with outside experts during their 8-month initial Specialized Training School and have opportunities to attend up to 89 days of advanced training nationwide in a variety of disciplines.

No-Knock Warrants

- The Department follows legal requirements when seeking no-knock warrants. Such warrant applications are drafted by a local district attorney and must be approved by a

neutral judge. The Department must show that officers or occupants are in danger or that there is a likelihood that evidence would be destroyed if their presence were announced. Unless the officers can show that the evidence or subject will only be present at night, officers may only execute warrants between 6 a.m. and 9 p.m.

- The Department mandates that search warrants may only be executed under the supervision of a Department executive (Captain or above) to ensure compliance with all court orders, rules and regulations.

Facial Recognition

- In March of 2020, the NYPD announced updates to its facial recognition policy. The Department uses facial recognition technology to compare images obtained during criminal investigations with lawfully possessed arrest photos. There are detailed guidelines outlining the appropriate scope, uses, and procedures members of the service must follow when utilizing facial recognition technology.
- The use of facial recognition technology does not establish probable cause to arrest or obtain a search warrant, but serves as a lead for additional investigative steps.
- NYPD facial recognition policy integrates human investigators in all phases. All possible facial recognition matches undergo a peer review by other facial recognition investigators.
- The Department exhibits commitment to transparency by providing the Patrol Guide procedure as well as question and answers on the NYPD website.
- Authorized uses of facial recognition technology include to identify:
 - individuals when there is a basis to believe that this person has committed, is committing, or is about to commit a crime;
 - when there is basis to believe that such individual is a missing person, crime victim, or witness to criminal activity;
 - deceased people;
 - people who may be incapacitated or otherwise unable to identify themselves;
 - someone who is under arrest and does not possess valid identification, or is not forthcoming with valid identification, or who appears to be using some else's identification of false information; or to
 - mitigate an imminent threat to health or public safety.

DNA

- The NYPD recently amended its policies regarding DNA collection and use. Changes include the creation of a new consent to submit a DNA sample form, amendments to the NYPD Patrol Guide and Detective Guide, strict guidelines for the collection of DNA samples from juveniles, and the creation of an exit procedure from the City's local DNA database, maintained by the NYC Office of the Chief Medical Examiner (OCME), without a court order.
- As the centerpiece of these new policies, the NYPD developed a procedure to review suspect DNA profiles and recommend their removal from the local DNA database where warranted. Prior to this change, a profile could only be removed from the local database if a court order was issued directing such removal.
- The NYPD now conducts regular reviews of suspect profiles that have been collected and, where warranted, recommends removal of such profiles from the local database to the OCME.

Hate Crimes

- Crimes that are motivated by hate are vigorously investigated by the NYPD Hate Crime Task Force and leverage the full use of NYPD resources.
- The NYPD Hate Crimes Task Force uses community outreach and works in partnership with District Attorneys' Offices, the FBI's Civil Rights/Public Corruption Squad, the Department of Justice, the Mayor's Office of Community Affairs, and local advocacy groups to bring awareness to hate crimes and reporting options.
- The Department created the Racially and Ethnically Motivated Extremism (R.E.M.E) unit dedicated to investigating crimes of hate by extremist groups, the first unit of its kind for a local police department.
- The Department aims to be nimble in its approach to preventing hate crimes, and, recently, the Department created the Asian Hate Crime Task Force after an increase in racist attacks against Asian Americans during the Covid-19 pandemic.
- ❓ The NYPD website hosts a link to the NYPD Hate Crimes Dashboard, which aims to make the incidences of hate crimes in New York City transparent to the public. This dashboard tracks and displays metrics and key data points for an improved and transparent analysis of data. This dashboard allows people to navigate these offenses and view incident-level data by precinct, bias type and law code.

- NYPD partners with Mayor’s Office for the Prevention of Hate Crimes, which works with community partners to provide information and serve communities impacted by these crimes.
- On October 5, 2020, the Department established Hate Crimes as a metric in Compstat reporting and meetings.

911 Call Centers

- 911 call centers are a key way that New Yorkers report crime and receive vital emergency services.
- The Department is responsible for staffing 911 call centers with civilian employees in the title of “Police Communications Technicians (PCT).”
 - Newly hired PCT’s undergo 65 days of training.
 - As of September 16, 2020, there are 1,457 PCT’s, 183 Supervisory PCT’s, and 68 Principal PCT’s (total of 1,708).
 - The calls are taken by PCT’s and routed to the appropriate dispatcher for police, fire, or EMS, and is primarily intended for use as an emergency hotline for police, fire, or EMS response Call takers are consistently re-trained when policies or needs shift.

“Stop and Frisk;” Pretextual Stops; Quotas

- Following community input, the *Floyd v. New York* ruling in 2013, and the Floyd settlement in 2014, the Department shifted to a precision policing strategy strengthened by the adoption of Neighborhood Policing. Precision policing focuses on the few people who are the most significant drivers of crime in New York City, allowing the Department to better focus resources while maintaining fair and equitable practices.
- All investigative encounters (often colloquially referred to as “Stop, Question, and Frisk”) policies, training, and reporting is subject to review and approval by the Federal Monitor overseeing the Department’s compliance with the *Floyd* remedial process.
- The Department strictly prohibits improper, illegal, and unjustified stops of the public.
- Police officers may conduct stops of individuals and vehicles in furtherance of public safety when so authorized by law.
- All Department-wide trainings relating to investigative encounters emphasize that civilian encounters must be based on individualized suspicion and not racial bias or generalized crime statistics or experiences.

- The Department has long banned the use of quotas as a measure of officer performance. Requiring an officer to issue or effect a mandated number of summonses and/or arrests per month violates New York State Labor Law Section 215-a. Either the use of quotas, or retaliating against a member of service who alleges that quotas exist in his/her command, constitutes serious violations of Department policy and local, state and/or federal law. In November 2010, the Legal Bureau issued a bulletin informing members of the service of a recent amendment to NYS Labor Law 215-a to remind them of the Department's longstanding policy of compliance with the law prohibiting quotas. As of March of 2017, quota and/or quota retaliation allegations lodged against Department executives are designated by the Internal Affairs Bureau for investigation by Internal Affairs Group 1, or, if a conflict exists, to the appropriate IAB unit with the full authority to complete an investigation naming an executive subject.

Using Summonses Rather than Warrantless Arrests for Specified Offenses

- The City pioneered the use of summonses in lieu of warrantless arrests. This process, which to our knowledge has not been utilized anywhere else in New York, allows individuals charged with violations and non-penal law misdemeanors, to receive a summons in the field without the need for arrest processing at the station house.
- The City further expanded this work with the passage of the Criminal Justice Reform Act, which provided alternative civil penalties, resulting in the issuance of OATH summonses, as a general substitute for criminal enforcement.

- The Department has also reformed its fare evasion (turnstile jumping) policy resulting in thousands fewer arrests each year. The NYPD now largely issues summonses for the violation, reserving arrest for serial evaders.
- Due to changes in State law, the Department has shifted its policies around marijuana enforcement. People in possession of fewer than two ounces of marijuana are not arrested and are instead issued a summons.
- In 2017, the Department partnered with the New York District Attorney to identify individuals with low-level summons warrants that were over 10 years old (citywide). The Department, the Office of Court Administration, and all the borough District Attorneys administratively cleared approximately 640,000 warrants.
- The collective effort to move away from punitive enforcement for low level offenses is evidenced by the following data:
 - There has been a 98.1% decline in stops from the peak year (2011) to 2019 (684,330 vs. 13,251).
 - Misdemeanor arrests have declined 51.2% from 2014 to 2019 (259,598 vs. 126,609).
 - Marijuana arrests have declined 90.3% from 2014 to 2019 (33,314 vs. 3,231).
 - Fare evasion arrests have declined 88.0% from 2014 to 2019 (25,867 vs. 3,113).
 - Criminal court summonses have declined 76.1% from 2014 to 2019 (359,202 vs. 85,920).
 - In 2018 alone, there were 1,187,643 fewer combined arrests, criminal summonses, and pedestrian stops than there were in 2011.

Crowd Control & “Demilitarization”

- As a general practice, the NYPD does not acquire military equipment, with very few exceptions.
- The Disorder Control Unit (DCU) of the Strategic Response Group (SRG) conducts crowd control activities and undergoes approximately 3 months of private, federal, state, and local training (e.g., tactics, best practices, etc.).
 - DCU is currently staffed by 1 captain, 1 lieutenant, 6 sergeants, and 34 police officers/detectives.
 - As of September 17, 2020, 7,309 uniformed members (from police officer to lieutenant) have completed a two-day disorder control training course, which will continue until members of all ranks are trained.

- Executive officers have received a one-day training course on disorder control.
 - Training from the DCU emphasizes physical tactics that reduce unnecessary force used on protesters (i.e. how not to utilize flex cuffs too tightly, handle prisoners safely for transport). Training also emphasizes the Department's legal requirement to comply with the longstanding Handschu agreement in connection with First Amended protected activity.
- Department Attorneys provide on-scene, real-time legal advice to Members of the Service at large-scale events such as protests and demonstrations, as well as at permitted events, such as parades. Many of these events require ensuring that the right to freedom of expression for event participants is balanced with protecting the safety of members of the public (as well protecting the lives and safety of event participants). Department Attorneys also provide counsel regarding other public safety concerns, such as crowd control, maintaining safe traffic conditions and protecting property. Department Attorneys confer with Incident Commanders on-scene to ensure that operational decisions reflect our best efforts to maintain that balance in compliance with the law. If arrests are made during an event, Department Attorneys are available to review the circumstances with arresting officers, as well as other MOS who may have been present, and review video captured at the arrests scene, to ensure that each arrest is supported by probable cause. Department attorneys review the applicable charges with the arresting officers to be certain that the arrest or summons papers reflect the appropriate elements.
- The Department does not carry a supply of water cannons, rubber pellets, or tear gas. The Department does equip the Disorder Control Unit (DCU) with a Long Range Acoustic Device (LRAD).
- All members have been issued dual-purpose disorder control/scooter helmets. Members are typically mandated to bring these helmets to events/details, especially to protests where officers are at risk of being hit with "air mail" (objects thrown such as water bottles, bricks, etc.). These helmets and the plastic face shields attached provide members with some safety from airmail.
- As of September 16, 2020, the Chief of Special Operations maintains the following equipment classified as "military grade."
 - Two Mine Resistant Ambush Protected Vehicles (MRAP) used for tactical insertion-intervention and high water rescues.

- One Kaiser Rescue Truck used for urban flooding, storm rescues, and transport/rescue operations over rough terrain.

Strategies for Redeploying Police Resources to Other Agencies

- The NYPD worked with the Department of Health and Mental Hygiene to create Co-Response Teams (CRTs), which respond to cases where individuals have mental health or substance abuse challenges, and may be more likely to harm themselves or others. Every co-response team includes two police officers, and one behavioral health professional. The Co-Response Unit records referrals made to their Mental Health Triage Desk and patients treated accordingly.
- On January 15, 2021, the Department completed the transition of transferring components of vending enforcement to other city agencies, primarily the Department of Consumer and Worker Protection (DCWP).
- The Department partners closely with the Department of Homeless Services (DHS), which leads on homeless responses, to help with illegal encampments and other street issues related to public safety.
- The Department is currently working with the Mayor's Office, DHS, and other city agencies to transfer most homelessness responses by the Department to other city agencies with support from the NYPD when required.
- The Mayor's Office of Criminal Justice serves as a coordinating agency, linking city initiatives, community-based non-profit organizations, and New Yorkers to address the causes and traumas of gun violence in sites throughout the city.
- Through the Crisis Management System (CMS), teams of credible messengers are deployed to mediate conflict on the street and connect to high-risk individuals.
- ThriveNYC has partnered with numerous city agencies, including the NYPD to provide mental health services to individuals prior to the need for police intervention.
- The Office of the Deputy Commissioner of Community Partnerships partnered with Safe Horizon, the nation's largest and most comprehensive victim services provider, to staff

all 77 precincts and 9 Police Service Areas with two victims' advocates. One advocate solely serves victims of domestic violence, and the other serves victims of other crimes. These advocates conduct proactive outreach, especially to those who may not identify as victims of a crime.

- The NYPD redeployed its own resources within the Department by disbanding plain clothes anti-crime units involved in a disproportionate number of firearms discharges and adversarial interactions with the public.

Diversion and Restorative Justice

- Project Reset is a program that reassesses NYPD's response to first-time, low-level criminal offenses. Originally launched in select precincts in Manhattan and Brooklyn in February 2015, Project Reset sought to divert minors (ages 16 and 17) from incarceration by enabling them to undergo community-based, rehabilitative intervention in lieu of criminal prosecution. After an arrest, police let the individual know that they may be eligible for Project Reset. If the individual accepts, a prosecutor reviews the case and they are offered the opportunity to engage in programming rather than going to court. Individuals who successfully complete this program will not be required to appear in court, will have their cases dismissed, and will have their arrest record sealed. Project Reset was expanded to include all of Manhattan in October 2016, and select precincts in the Bronx in March 2018. The program has served nearly 4,000 people in the last five years, and has shown to help reduce low-level criminal activity by participants.
- In 2018, the Department, in conjunction with the Manhattan and Bronx District Attorneys, implemented an early diversion initiative for first-time adult offenders over the age of 18 called Adult Project Reset. Adult Project Reset is now implemented in Brooklyn, Staten Island, and Queens.
- Under Project HOPE, eligible individuals arrested for a top Penal Law charge of Criminal Possession of a Controlled Substance, 7th Degree will be offered drug treatment and rehabilitative services in place of criminal prosecution. Individuals who successfully complete this program will not be required to appear in court, will have their cases dismissed, and will have their arrest record sealed. Project HOPE has since expanded to Brooklyn as of February 2018 under the name Project CLEAR (Collaborative Legal

Engagement Assistance Response). As of March 2019, Project HOPE also serves all Manhattan precincts and some areas of the Bronx.

- CCRB offers mediation between officers and complainants. The discussion is guided by a trained, experienced, and independent mediator. Mediation lets complainants resolve a complaint by talking with the officer face-to-face, rather than seeking an investigation. It is a process that does not lead to discipline for the officer, but can often result in mutual understanding between the civilian and the officer. Approximately 90% of mediation sessions are successful. Participation in mediation is voluntary and the mediation session is confidential.
- In April 2017, the Department, with support from several local Community Dispute Resolution Centers (CDRCs) formed and implemented the Mediation Referral Program (MRP) in select precincts in Manhattan and Brooklyn. The service was expanded to include all NYPD precincts and PSAs in January 2018. This program offers members of the public the ability to voluntarily participate in mediation around quality-of-life issues when enforcement action isn't warranted.

Community Partnerships

Community Outreach

- Strengthening community partnerships is a pillar of the Department's forward-looking plan, "NYPD In Focus." The Department is always looking for new and better ways to engage the public with the goals of building trust and keeping neighborhoods safe.
- Community trust is essential to police work, and the NYPD is dedicated to building and maintaining that trust. To this end, the Department is committed to leveraging community partnerships in implementing an effective youth strategy and reimagining how the Department provides customer service.
- Community meetings aim to interact with the public on three levels: Command Interaction, Community Interaction, and Direct Interaction (1:1).
- The Department maintains a Community Outreach Division within the Community Affairs Bureau. The Community Outreach Division is composed of:
 - Borough Outreach Teams
 - Clergy Outreach Unit
 - Immigrant Outreach Unit
 - LGBTQIA+ Outreach

- As part of the Department’s neighborhood policing model, NCOs hold Build-the-Block meetings and invite members of the community to attend to contribute their concerns and input towards solving community complaints. NCOs’ phone numbers and email addresses are on the Department website so that individuals may contact them to help solve problems in their community.
- Commander’s Advisory Council meetings are being piloted in a number of precincts bi-monthly or as needed to discuss priority issues in the precinct. Members may include local council members, clergy liaisons, tenant association members, or others.
- The Department attends meetings with numerous advocacy groups on a wide variety of issues to help improve policies.
- In the 113 Precinct, NCOs have implemented a “Pop-Up with a Cop” pilot, where NCOs, domestic violence, and community affairs officers periodically set up pop-up tents within the precinct to offer crime prevention and safety tips as well as collaborate with Life Camp, Inc. (part of the CMS community).
- Members of the department participate in the Police Athletic League’s “Cops and Kids” flag football program throughout the five boroughs, and the Neighborhood Coordination School Initiative’s Far Rockaway Colts flag football and tutoring program in partnership with the Department of Education.
- In collaboration with the Manhattan DA’s Office, the Department hosts Saturday Night Lights, which is a sports and training event aimed at preventing youth violence.
- In September, the Department launched a pilot customer service/public-feedback at the 25th and 113th Precincts. At the core of this program is a service-focused survey, which is linked from a QR code and website listed on posters and palm cards distributed at these commands. This program will be rolled out citywide by the end of 2020.
- The department is dedicated to connecting with young people, and plans to implement tools and technologies to help connect with kids throughout the City.
- The Department opened 127 Pennsylvania Avenue as part of the East New York Neighborhood Plan. The building includes a classroom, a gym, a multi-media space, and a club house to provide educational opportunities for kids aged 12-19.
- The Department is currently in the process of hiring eight community ambassadors (one for each patrol borough) to act as a voice representing their respective communities. These individuals will talk with their local community and be able to directly report if there are officers who are policing in a biased manner or violating policy.

Community Councils, Citizen Advisory Boards, and Committees

- The Department established 86 Community Councils throughout the city that are composed of community residents, clergy, community leaders, business owners, and other relevant stakeholders.
- The objectives of the Community Councils are the following:
 - Encourage the community to report public safety and quality of life issues to the Department as well as their input into problem solving.
 - Raise awareness of law enforcement efforts.
 - Improve and encourage community participation with the NYPD.
 - Create new and interesting methods of community participation.
 - Promote existing NYPD programs.
- Precinct Community Councils are held monthly, which offer the public face-to-face access and conversation with their precinct commander.
- Commanders and communities together select a cop of the month in each command.
- LGBTQIA+ advisory council to the Police Commissioner that advises on issues relevant to this community.
- The Clergy Liaison Program allows commanders to select clergy volunteers who act as a bridge between the community and the precinct within precinct boundaries. Clergy liaisons are expected to attend community council meetings, disseminate information, meet with commanders regularly, address roll calls, and prepare quarterly reports, etc.

Youth Engagement

- The Department maintains the following youth-centered programs:
 - Explorer Program
 - Cadet Program
 - Summer Youth Police Academy
 - Junior Citizen Police Academy
 - NYPD Youth Soccer and Cricket Leagues
 - Options VR
 - Activate Public Spaces
 - Operation Conversation: Cops and Kids
 - Police Athletic League
 - Youth Leadership Councils
 - Irondale

- Far Rockaway Colts
 - 127 Pennsylvania Avenue
- The Youth Strategies Division conducts outreach to the City’s youth to provide alternatives to gangs, violence and drug use, in addition to promoting life skills and positive lifestyles. Members of this division work closely with schools, youth organizations, community groups, and social service agencies. This division serves as a link among the Department, Department of Education, Corporation Counsel, Family Court, and District Attorney on all youth related matters.
- The Youth Strategies Division recently opened a first-of-its-kind NYPD Community Center at 127 Penn, which offers an array of youth programming, including after school programs and other programs focused on fitness, dance, and academic planning. The Center also collaborates with the Child Center of NY.

Underrepresented Communities

- The Community Outreach Division maintains the Immigrant Outreach Unit. This unit ensures access to resources, assist with translations, and provides other services to the immigrant communities as needed.
- New York City does not enforce federal immigration law and does not cooperate with federal immigration authorities to enforce immigration laws. From July 1, 2019 through June 30, 2020, the NYPD received 2,103 detainer requests from federal Immigration authorities and shared information seven times in the most serious cases. The NYPD does not ask victims, witnesses, and those seeking services about their immigration status. The Department has not given ICE authority to impersonate NYPD officers and the City recently called for an end to this practice.
- The Department maintains a Language Initiative Program, which is a group of certified Department interpreters, including ASL interpreters, available 24/7 through the Department’s Language Line Service.
- The Department has members that are proficient in American Sign Language and contracts with a company that provides certified interpreters when needed.
- All NYPD issued smartphones are equipped with an app that connect to Language Line, a service that aids in language translation.
- Accessible NYPD is the Department’s Americans with Disabilities Act (ADA) Compliance Plan. The plan outlines steps the Department is taking toward eliminating barriers associated with our stationhouses. The plan also addresses programmatic access (i.e., accessible to and usable by people with disabilities, and goes beyond physical

accessibility to include reasonable modifications, effective communication and navigable web) in compliance with the ADA. The goal is to ensure accessibility by conducting assessments of Department facilities, remediating locations to provide accessibility, instituting new policies and procedures for alternative programmatic access, and providing ongoing ADA-related education and training for NYPD employees.

- The Department has a variety of priority programs that aim to serve the LGBTQIA+ Community in New York City.
 - The Community Outreach Division maintains the LGBTQIA+ Outreach Unit.
 - The fraternal organization Gay Officer Action League (GOAL) provides sensitivity training, guidance, and resources to members of the Department.
 - The Office of Equity and inclusion has an LGBTQIA+ element in its mandated EEO training.
 - OEI and GOAL co-produced a Gender Identity and Expression booklet for members of the Department.
 - The Department maintains a LGBTQIA+ Community Advisory board that works alongside OEI's dedicated LGBTQIA+ liaison.

Policy and Training

De-Escalation

- De-escalation is a primary goal in any situation when a member of service must gain compliance. As per both Patrol Guide 221-01 and 221-02, de-escalation techniques are to be utilized when appropriate and consistent with personal safety. De-escalation may reduce or eliminate the need to use force and increases the likelihood of gaining a subject's voluntary compliance.
- De-escalation techniques are also found represented within best practices manuals, training documents, Critical Incident Tactics training, and body worn camera guides.
- The Department instructs recruits (during tactical hands-on training) to use the minimum amount of force necessary to gain compliance of subjects.
- The Department's in-service training cycle consists of Critical Incident Tactic and Developing Effective Leadership Skills (CITADELS), which emphasizes the Critical Decision-Making Model (CDM). The CDM model highlights the importance of critical thinking and decision making. The CDM encourages officers to consistently assess how much force or personnel is necessary to accomplish a task.

- Team Tactics Refresher is also part of the Department’s in-service training cycle. Team Tactics training has been revised since the passing of the “Diaphragm Law”. Members of the Department are taught hands-on tactics that comprise of the minimum amount of force necessary to be used on subjects resisting police arrest or detention that is consistent with new law.
- The Department has identified priority personnel to be enrolled in the CIT (Crisis Intervention Training) course. Prior to COVID-19, it was anticipated that all priority personnel (approximately 16,000 UMOS) would be trained by December 2021.
- As of September 13, 2020, there are 15,095 (43.6%) active CIT trained UMOS. There are additional personnel that were trained but have since retired from the Department.
- Between 2016 and 2018, the NYPD responded to 513,361 911 calls for emotionally disturbed people, and the training has helped officers engage individuals during these difficult situations.

Use of Force Reporting and Accountability (Internal)

- Every incident of force by (or against) a member of the service is reported and investigated.
- In 2015, the Department created the Force Investigation Division, which investigates and analyzes all firearms discharges and any death preceding police custody or in police custody. These investigations inform scenario-based training, and help the Department to better train officers in these life and death situations.
- In addition, the Department began ForceStat, which tracks use of force and ensures that all commanding officers are aware of incidents and can track trends and problem areas.
- Officers are required to report use of force when an officer uses any level of reportable force, when excessive force is suspected or alleged, when injuries/fatalities sustained by civilian non-members of the service or bystanders during police action, while an individual is in police custody, or during apprehension or immediately prior to police custody.
 - For Level 1 use of force, an immediate supervisor, at least one rank higher than all involved members, will investigate.
 - For Level 2 incidents, the commanding officer/executive officer of the command concerned, or duty captain as directed by the Internal Affairs Bureau Command Center, will supervise the investigation.
 - For Level 3 incidents, the ranking officer from the Internal Affairs Bureau will

- supervise the investigation.
- For Level 4 incidents, the ranking officer from the Force Investigation Division will supervise the investigation.
- Supervisors are required to review Officer Profile Reports, Supervisor Feedback Forms, Officer Self-Report Forms, Supervisor's Quarterly Evaluations, Command Discipline Logs, CPI records, Department recognitions, sick records, commendation letters, and CCRB records prepared during the year for each assigned police officer and detective specialist. Additionally, if an officer is on performance monitoring for any reason, the supervisor will review this during review and evaluation.
- The commanding officer/executive officer/duty captain may use the Patrol Borough or Bureau Investigations Unit to assist with investigations, if appropriate. If they cannot complete all necessary investigative steps, the case is then reassigned to the appropriate Borough Investigations Unit by IAB.
- Under the authority of the First Deputy Commissioner, the Risk Management Bureau (RMB) conducts monthly ForceStat meetings to discuss specific officers with a high number of CCRB complaints and a high number of force incidents. Borough leadership is expected to be knowledgeable about these officers and take specific action to mitigate future incidents.
- In addition, the Early Intervention Program also monitors certain thresholds involving force complaints to identify potentially at-risk officers and to provide with effective intervention when appropriate.

Use of Force Reporting and Accountability (External)

- The NYPD's annual Use of Force Report has evolved from its predecessor, the Annual Firearms Discharge Report (2007 - 2015). Facilitated by the advent of the Threat, Resistance and Injury (TRI) Report in 2016 – the Department's primary method of documenting all reportable use of force incidents – the public-facing Use of Force Report provides a thorough analysis of all force incidents occurring within a calendar year.
- In November 2020, the Department launched a new Force dashboard that provides the general public more real-time data on force related incidents.
- Members of service who use excessive force are subject to administrative discipline within the Department (up to and including termination), criminal prosecution under state and/or federal law, and risk civil judgments for money damages in civil lawsuits in

state and/or federal court.

- The Department has numerous external oversight agencies responsible for reviewing and informing Department policies and practices, as well as holding individual officers accountable for the use of excessive force. These entities include the Office of the Inspector General for the NYPD, the Commission to Combat Police Corruption, two US attorneys, five independent district attorneys, and the NY Attorney General, who has jurisdiction over investigation and prosecution of officer-involved fatal shootings. Officers are also declined representation and indemnification in civil lawsuits by the New York City Law Department and Comptroller if either of those agencies determine that the officer's actions violated Department policy or City, State, or Federal law.

Use of Force for Punitive or Retaliatory Reasons

- The Department's use-of-force policy states that a police officer shall not use any level of force to punish, retaliate or coerce an individual, and are held responsible for the proper use-of-force consistent with existing law and with Department policy.
- Police officers who use excessive force are subject to discipline, up to and including termination.
- All members of the service must intervene to stop another member of the service from using excessive force. Failure to intervene in the use of excessive force, or report excessive force, will result in Department discipline, up to and including dismissal.

Use of Chokeholds or Other Restrictions on Breathing

- Chokeholds have been prohibited by NYPD policy since 1994. Department policy was recently amended to further reinforce the Department's prohibition against using chokeholds.
- In 2014, the Department implemented a "Blue Courage" training for all employees to encourage cultural understanding and discuss tactics.
- By law, as of July 5, 2020, an officer who restrains an individual in a manner that restricts the flow of air or blood by compressing the windpipe or the carotid arteries on each side of the neck, or sitting, kneeling, or standing on the chest or back in a manner that compresses the diaphragm is subject to misdemeanor arrest.
- Police officers are required to position a subject to promote free breathing, by sitting the subject up or turning the subject onto his/her side, as soon as safety permits.
- The Department recently released a new mandatory training video detailing the changes in law to further ensure Department compliance.

Shooting at Motor Vehicles/High Speed Pursuits

- Vehicle pursuits must be terminated whenever the risks to the public outweigh the danger to the community if the suspect is not immediately apprehended.
- The Department's use-of-force policy limits the discretion of officers to discharge their firearms at a moving vehicle unless deadly physical force is being used against the officer or another person present, by means other than a moving vehicle. This has been department policy for more than 45 years. In 2017, the Department added a caveat to this policy that speaks specifically to vehicles used in terror attacks, in response to rising threats around the globe and best practices in counterterrorism.

Less-than-Lethal Weaponry

- The majority of uniform members carry less-than-lethal weaponry in addition to a firearm (lethal weaponry). Less-than-lethal weaponry is governed by the Department's use of force policies and training.
- Restrictions on the use of Oleoresin Capsicum Pepper Spray Devices (O.C. pepper spray) include banning use on passively resisting subjects (Patrol Guide Procedure 221-07, "Use of Oleoresin Capsicum Pepper Spray Devices"). Further, officers are to avoid using O.C. pepper spray on persons who appear to be in frail health, young children, women believed to be pregnant, or persons with known respiratory conditions. Officers are also to avoid discharging O.C. spray indiscriminately over a large area for disorder control. Members who are specifically trained in the use of O.C. pepper spray for disorder control may use O.C. pepper spray in accordance with their training, and within Department guidelines, and as directed by a supervisor. In addition, members must avoid using O.C. pepper spray in small contained areas such as automobiles and closets.
- Batons are only to be used as necessary and any strike that results in injury may be investigated. Head strikes are not allowed.
- Members of the service who are qualified to carry a Conducted Energy Weapon (CEW) (commonly referred to by the brand name "Taser") are retrained twice a year on proper use. CEW guidelines include:
 - Point of aim is lower center mass for frontal discharges and below the neck area for back discharges.
 - No intentional aim at individual's groin.
 - No intentional discharges of two CEW's simultaneously on a subject.
 - Fleeing should not be the sole justification for using a CEW. Members should

- consider the severity of the offense, the subject's threat level to others, and the risk of injury of use on a fleeing subject.
- Consider the length of CEW use on a subject. Five seconds is a standard cycle. Longer than fifteen seconds increases the risk of death and injury.
- Never use on a rear-cuffed prisoner.
- Never as a form of coercion, punishment, or persons who passively resist.
- Avoid using a CEW on persons who appear to be in frail health, young children, women believed to pregnant, against subject riding on any moving device or vehicle where the subject may fall from an elevated surface.
- Medical attention is a priority if force is used by police officers.
 - Officers must inquire if a subject requires medical attention if any level of force is used.
 - If a subject is injured or ill, officers must ensure proper medical attention is received.
 - If a subject is having difficulty breathing or demonstrates any potentially life-threatening symptoms or injuries, officers should ensure immediate medical attention or first aid be received.

Implicit Bias Training

- The Department prohibits the use of racial and bias-based profiling in law enforcement actions, which must be based on the standards required by the U.S. Constitution and other applicable laws.
- In 2018, the NYPD began in-service training on implicit bias for all of our sworn personnel, from police officer to executive staff. We contracted with Fair & Impartial Policing, LLC (FIP), an implicit bias awareness training program used in numerous other police agencies across the U.S. The training focuses and breaks down the role that overt prejudice, stereotyping, bias, and discrimination have played in law enforcement.
 - *Fair and Impartial Policing* was developed by a national expert in the subject of Implicit Bias, Dr. Lorie Fridell. The course is designed to raise awareness of how our unconscious perceptions about people and groups can influence our actions and decisions.
 - All uniform members of the Department have completed this training.
 - The NYPD held train-the-trainer sessions on FIP for Police Academy instructors, which they began delivering to recruits in August, 2018.

- The NYPD worked with the International Association of Chiefs of Police, the University of Cincinnati Center of Police Research and Police, and the Finn Institute for Public Safety at SUNY Albany to evaluate the NYPD's implicit bias training to patrol officers.
 - The evaluation was designed to determine the effectiveness of the training in raising officers' awareness and knowledge of implicit bias.
- The Department is currently in contract with Inquest to provide implicit bias training for all of our civilian members.
- Woven into all Investigative Encounters instructions are segments on racial profiling and procedural justice concepts as well as a history of the unlawful practice "Stop, question, frisk" and its racial bias impact. Each training creates an awareness of how unlawful bias practices damage our ability to build trust with the communities we serve.

Other Trainings

- The Department conducts yearly required in-service training (BLASTT, TTR, etc.) cycles at the Police Academy.
- Members of the Department are continuously required to complete online command level training on the Department's virtual educational platform NYPDU.
- Training sergeants are the decentralized primary training instructor for command-level units. Recently, the Department has centralized control and coordination with command-level training sergeants through re-assignment to the Training Bureau. While attending the basic leadership course, newly promoted supervisors attend seminars on the topics such as:
 - Department's groundbreaking neighborhood policing model
 - LGBTQIA+ affairs
 - Community affairs, etc.
- These modules reinforce the Department's commitment to neighborhood policing.
- The Office of Professional Development facilitates various educational opportunities that expose members of the service to diverse student bodies and educators.
- The Department is under a Federal Court Ordered monitorship instituted due to "Stop and Frisk" practices. As part of this monitorship, NYPD has overhauled all investigative encounters trainings while including instruction on the importance of following the law and policies with regard to racial bias and profiling. 94% of the Department has received this training.
- The Department initiated the Field Training Program, which established protocols for

probationary police officers as they begin their new field assignments after the Police Academy. Under this program, community partners and probationary police officers meet on a regular basis. The purpose of these meetings is to orient probationary police officers to the neighborhood they serve and its particular characteristics, priorities, and concerns.

- Neighborhood Coordination Officers (NCOs) receive training that assist them in achieving the goals of neighborhood policing. This training includes:
 - Training in mediation
 - Guidance for the Department’s Community Partner Program and Build-the-Block Program.
 - Orientation as to the resources available to them in serving their communities.
- On January 28, 2015, Operations Order #8 entitled “Field Training Program” was published. This program was designed to foster opportunities to improve the communication, cooperation and collaboration necessary to effectively address community concerns and enhance the safety and security of the City of New York. Additionally, the program provides probationary police officers with a well-rounded field training program consisting of crime-prevention strategies and community partnership.
- The Specialized Training Section’s Crisis Intervention Team (CIT) training program is a four-day in-service training course co-taught by the NYPD Academy trainers and DOHMH clinicians. This program blends traditional crisis intervention and de-escalation concepts that have been modified and enhanced to work in the diverse and unique community that is New York City.

Police Department Accreditation

- The Department’s Training Bureau is accredited by CALEA (Commission on Accreditation for Law Enforcement Agencies).
- Upon completion of the police academy, all NYPD officers are NY DCJS (Division of Criminal Justice Services) certified and CJIS (Criminal Justice Information Services) compliant.
- The Police Commissioner is a standing member of the New York State Division of Criminal Justice Services Accreditation Council.

Public Reporting/Policy and Compliance

- There are more than 24 publicly available NYPD reports including the Use of Force Report, Discipline Report, crime statistics, traffic data, and numerous other reports and information (civil immigration detainers, clearance reports, consent to search reports, CPR/AED training, criminal and civil court summonses, deployment law, desk appearance ticket arrest analysis data, domestic violence reports, hate crimes reports, homeless shelter arrest data, homicide reports, marijuana reports, nuisance abatement reports, school safety data, special victims division reports, stop, question, and frisk data, subway fare evasion, transit/bus crime reports).
- There are several user-friendly, [interactive dashboards](#), including a Force Dashboard, the Hate Crimes Dashboard, and the Personnel Demographics Dashboard, which increase transparency with the public.
- The Department expanded this publicly available information by recently releasing CompStat 2.0, the personnel demographics dashboard, and the hate crime dashboard.
- In addition, the Office of the Deputy Commissioner, Public Information (DCPI) works with local, national, and international media organization 24 hours a day, seven days a week to provide the most accurate and timely information to the public with stories, breaking news, or other inquiries.
- The Patrol Guide is available online. This includes our policies on body worn cameras, public contact and identification procedures, levels of force, and arrest procedures.
- The Department released the draft Discipline Matrix on August 31, 2020, which was made available on the Department’s website for 30 days. Members of the public were invited to review the document and provide feedback on its contents.

Internal Data Use to Drive Policy Decisions

- The Office of Crime Control Strategies analyzes and monitors trends across the city and develops strategies targeted to reducing crime, ensuring that these strategies are applied across all units of the NYPD. Data collection, analysis, and technology track existing trends and conditions and develop efficient precision policing strategies to suppress crime.
- Federal, state, and local law, as well as New York City and Department policies, regulate how the NYPD collects, retains, and discloses data, including personally identifying information obtained in the course of law enforcement activities.
- The Department implemented CompStat in 1994 to use data to inform enforcement.

The Department later further reformed to use precision policing focusing on a small group who is committing a large number of crimes.

- Every commanding officer in every unit is constantly assessing data to help determine strategies to reduce crime in their area of responsibility.

Transparency

- All officers are required to courteously and clearly provide their rank, name, shield number and command to any member of the public requesting this information.
- A pre-printed right to know business card is given to anyone stopped at a “Level II” or “Level III” encounter, checkpoint, or home search. These cards provide contact information for obtaining body-worn camera video or a stop report.
- During a stop the officer must inform the subject that they may refuse to consent to a search even though this is not legally required.
- As of September 4, 2020, 22,360 body cameras have been distributed. All patrol, transit, and housing commands have been trained and equipped as of February 28, 2019.
- The Department publicly releases body-worn camera video of critical incidents within 30 calendar days of an incident on the NYPD’s YouTube Channel. In some cases, it may take more than 30 days if the investigation is complex, a court issues an order delaying or preventing release of the footage, or additional time is needed to allow a civilian depicted in the video, or their family, to view the video in advance. Critical incidents include the following:
 - An officer discharges a firearm and such discharge hits or could hit another person,
 - Use of force that results in death or serious physical injury to another,
 - Any incident which the Police Commissioner determines that the release of body-worn camera video will address vast public attention, or concern, or will help enforce the law, preserve peace, and/or maintain public order,
 - Additionally, the Department may release other extrinsic evidence along with any relevant body-worn camera video if it may provide context for the incident and assist the viewer in understanding what lead up to the event as well as what transpired during the event. Video may be redacted (e.g., faces of civilian witnesses and bystanders blurred, etc.), as appropriate, to protect personal privacy and comply with all relevant laws, prior to being released to the public. Unedited video of a critical incident will be maintained, and provided to an

appropriate investigating authority (e.g. District Attorney, etc.)

- In addition to critical incidents, the Department regularly releases BWC footage to the public. The Legal Bureau's Body Worn Camera Unit handles all requests for footage, including FOIL requests, which can come from any member of the public. In releasing this footage, the Department aims to balance the Department's strong interest in transparency while also protecting the privacy of members of the public.
- Under the Public Oversight of Surveillance Technology (POST) Act, the NYPD will make all policies regarding surveillance technology public to include their capabilities, rules, processes, guidelines, safeguards, and security measures designed to protect information.
- With the repeal of New York State Civil Rights Law 50-a on June 12, 2020, police disciplinary records can be obtained under New York's Freedom of Information Law (FOIL). Pending litigation impacts the records NYPD has released for public review to date.
- The complainant in a CCRB case is notified within seven days of the disposition at the conclusion of the investigation. Outcomes of an investigation can be obtained by a member of the public by submitting a FOIL request. If an IAB investigation results in charges that go to the trial room, the complainant will be contacted to testify at the trial.

Effectiveness of Training Programs

- The Department is subject to many academic studies and evaluations. For example, in December 2019, a research paper (commissioned by the International Association of Chiefs of Police [IACP] and the University of Cincinnati) analyzing the impact of "Fair and Impartial Policing Training" in the NYPD was released.
- The Department aims to be nimble in its approach to training by responding to issues that arise, new laws or legal requirements, and training employees who transfer from unit to unit to ensure their skills are commensurate with their job responsibilities. The Department's Legal Bureau has the ability to train people on various issues as they come up, and collaborates closely with other bureaus to ensure legally required training needs are met. Additionally, if an employee is found to have adverse credibility during legal proceedings the Legal Bureau will find ways to retrain and rehabilitate the employee as necessary. It is of the utmost importance that officers continue to be educated about civil liability and what lawsuit dispositions mean. In addition to updating the recruit

curriculum, the Legal Bureau also designs presentations for newly promoted UMOS (Captains, Lieutenants, and Sergeants) and certain specialized units (Emergency Services Unit, Narcotics and Detective Bureau), incorporating lessons learned by the Legal Bureau on risk mitigation and patterns and trends identified through litigation data analysis. The Legal Bureau similarly informs the Training Bureau and other stakeholders if civil litigation and/or litigation data indicates that the NYPD needs to enhance its training in certain areas.

- The Training Bureau conducts surveys at the end of recruit training to measure the quality and effectiveness of their instructors.
- NYPD has trained more than 34,000 employees about investigative encounters. After the training everyone was given the opportunity to fill out a survey that allowed them to comment on if the course was beneficial and gave them the confidence to do their jobs.
- NYPD is currently working with Federal Monitor to develop online, video trainings and modules as the in-person training have become more challenging due to COVID-19. These videos are intended to help all employees understand and remember laws that relate to investigative encounters.
- The Department routinely solicits attendees of training programs to participate in post-course surveys to determine the worth of the course to the attendee.
- The Department submits monthly, quarterly, and annual updates on Crisis Intervention Training (CIT) to ThriveNYC. These updates include statistics on the number of officers trained as well as the responses to surveys completed by officers to determine the usefulness of the course.

Accountability and Discipline

Administrative Disciplinary Process

- The Department is dedicated to improving our disciplinary processes and transparency with the public.
- A blue ribbon panel of legal experts, including former US Attorneys and a former federal judge, convened in 2018-2019 by the Police Commissioner, made a number of recommendations about short-term changes the Department could make to improve the NYPD disciplinary system, including:
 - Supporting amendments to 50-a to increase transparency (repealed in 2020).
 - NYPD should enhance public reporting in-line with that of other agencies.
 - The NYPD should publish trial room calendars.
 - The Police Commissioner should enhance the documentation of variances from disciplinary recommendations.
- In August 2020, the Department published a draft of the disciplinary matrix for public comments to ensure fair and equitable discipline system. These guidelines are designed to provide notice of the standards upon which disciplinary outcomes are based and to establish expectations for all involved.
- Both the public and our Officers must be assured and, indeed, must expect, that when the bounds of the law or Department policy are exceeded, that fair and equitable discipline, will result. Similarly, there should be an expectation of all, that any discipline imposed will be done so consistently, based upon reasonable standards.
- Fairness within a disciplinary system begins with taking the time and effort to objectively review the totality of the circumstances surrounding the alleged misconduct.
- Proportionality of discipline requires that each instance of misconduct is punished in line with the seriousness of that misconduct including any aggravating and mitigating circumstances.
- Lastly, equity within a discipline system means that every officer is held accountable for unacceptable behavior, without regard to rank, title, demographic affiliation, assignment, or any protected class.
- On August 27, 2020, the Department formally adopted the Blue Ribbon Panel recommendation to appoint a “Civilian Liaison.” The Civilian Liaison is the point of contact and provides victims and family members with information regarding the Department’s disciplinary process for police use of force incidents. This includes explaining the steps of the process, confirming dates of trials or other relevant events, updating individuals on a case’s progress through those stages, and making informed

estimates as to when the case may be decided by the Police Commissioner.

- All officers are entitled to due process in the administrative disciplinary process, and in the criminal justice system, just like any other subject of an accusation.
- 30,800 (89%) officers have never been the subject of a CCRB complaint that was substantiated by the Board.
- CCRB complaints have declined by 35% between 2009 and 2019 (7,660 vs. 4,960). YTD, CCRB complaints are down 25% from the same period last year.
- Police action lawsuit filings have declined 43% since FY 2014.
- In 2019, 339 officers were charged with 322 pleading or found guilty.
- Of these 322, 10 (3.1%) were dismissed, 17 (5.3%) were forced to separate from the Department, 94 (29.2%) were placed on dismissal probation and forfeited penalty days, and 201 (62.4%) were penalized days.

Early Intervention Systems (EIS)

- In 2003, the Department first formalized an early warning system using performance indicators such as civilian complaints, evaluations, and a point system associated with other personnel records, to identify at risk officers for non-disciplinary interventions. In 2011, the Department added civil lawsuit information to its early warning calculus, and in 2013, the Department formally instituted a civil lawsuit monitoring program in addition to force and performance monitoring.
- In 2014, the Department created the Risk Management Bureau (RMB), which is dedicated to risk mitigation with subunits responsible for performance analysis and monitoring of MOS.
- The Federal Monitor and the City Council bill, NYC Local Law 68 of 2020, require the Department to have an early intervention system in place.
- Although the Department had an early intervention system in place, the Risk Management Bureau alongside multiple Department stakeholders, is tasked with ensuring that the Department is compliant with the new requirements set forth by the Federal Monitor and the City Council.
- The Early Intervention Program monitors certain thresholds of substantiated complaints of misconduct (CCRB complaints) and settlements or adverse verdicts in civil lawsuits (previous Civil Litigation Monitoring thresholds) as well as adverse credibility findings and suppression decisions in criminal cases as well as Law Department's refusal to indemnify and denial of representations in civil litigations. These data points are utilized

to identify potentially at-risk officers for the Early Intervention Committee to evaluate and recommend appropriate intervention.

- Under the new early intervention system, if an officer crosses a certain threshold, their commanding officer will be asked to make a recommendation regarding potential early intervention to the Early Intervention Committee.

“Near Miss” Events & Response

- Supervisors often perform informal after-action reviews with officers if they observe poor tactics or behavior that requires informal discussion but not formal discipline.
- ESU members use informational “after action” reviews to discuss what strategies, tactics, and equipment were most effective in the assignment. The reviews are often conducted at the scene of an incident where the personnel involved are still present and the points for discussion are easily recalled and recognized. The review allows for recognition of best practices, evaluation of the effectiveness of equipment, and helps identify new training needs.
- Patrol Supervisors, Platoon Commanders, and Training Sergeants periodically review random body-worn camera footage and provide feedback addressing any performance or tactical deficiencies observed. The Department was the first large police department in the country to self-initiate an auditing program of body worn camera footage.
- UMOS who discharge a firearm, on or off duty, at other than an approved firing range or while lawfully engaged in target practice or hunting, will attend a tactics review session conducted by the Firearms and Tactics Section (FTS). The dates, times, locations, required equipment, and other provisions governing the review sessions will subject of a yearly Department directive.
- Each tactical review is tailored specifically to each individual officer by the FTS.

Officers Reporting Other Officer Misconduct

- The Patrol Guide establishes that all members of service have duties to intervene in and report corruption of misconduct, including intervening in and reporting the use of excessive force. The duty to intervene is similarly firmly established in federal law.
- All members of service have an absolute duty to report any corruption or other misconduct, or allegation of corruption or other misconduct, of which they become aware. In 2019, 30.35 percent of logs generated had the source “direct from MOS.” This category includes all logs created by NYPD employees, but may also include those from

third parties who ask an NYPD employee to enter a log on their behalf.

- Failure to report corruption, other misconduct, or allegations of such acts is an offense of serious misconduct and will be charged as such if uncovered during an investigation.
- All employees have the ability to anonymously report misconduct or discrimination to IAB or EEO, respectively.

Impartial Reviews & Accountability

- Externally: The Civilian Complaint Review Board, the Commission to Combat Police Corruption, the Department of Investigation Office of the Inspector General for the NYPD, six District Attorney's offices, the New York State Attorney General's Office, two U.S. Attorney's offices, the City Council, and the Mayor all provide oversight over department operations and/or individual officers' actions.
- Internally: the Chief of Department's Investigation and Review Section, Patrol Borough Investigation's Units, the Internal Affairs Bureau, Department Advocate's Office and Deputy Commissioner of Trials collectively investigate, prosecute and recommend disciplinary action against members of service who violate Department policy.
- Civilian complaints against UMOS regarding excessive force, abuse of authority, discourtesy, and offensive language (known collectively as FADO complaints) are investigated by the Civilian Complaint Review Board (CCRB). The CCRB is an independent city agency authorized under the New York City Charter to investigate FADO civilian complaints with the cooperation of the NYPD. The CCRB then submits its findings regarding each allegation of misconduct, as well as its disciplinary recommendations for substantiated complaints to the department. Under the terms of a memorandum of understanding between the NYPD and the CCRB, prosecutions for the most serious violations within these categories result in the filing of formal disciplinary charges and are handled by CCRB attorneys assigned to their Administrative Prosecution Unit.
- Whenever the Department determines that an officer's actions may be criminal, the case is referred to the appropriate District Attorney. In addition, the Department frequently conducts joint investigations with both local and federal prosecutors. The Department works closely with the relevant prosecutorial agencies to coordinate investigative efforts. This may result in both a criminal prosecution and an internal disciplinary proceeding, regardless of the outcome of the criminal matter. If criminal charges are not necessary but administrative discipline is appropriate due to violation of NYPD protocols, then NYPD Department Advocates Office will prosecute.

- In cases where a civilian is killed by police, investigations are conducted by either the five District Attorneys or the New York Attorney General, in addition to the Department's own Force Investigation Division.
- On July 8, 2015, Executive Order No. 147 appointed the New York State Attorney General as special prosecutor in incidents where a law enforcement officer causes the death of an unarmed civilian, or where there is a significant question as to whether the civilian was armed and dangerous. Upon the issuance of the Executive Order, the NY AG created the Special Investigations and Prosecutions Unit to investigate and prosecute cases that fall within the scope of this order.

Policies and Values While Off Duty

- Officers are expected to maintain the same level of professionalism on and off duty, including remaining fit for duty, and carrying a firearm, with limited exception.
- There are several Patrol Guide procedures in place to ensure accountability of officer's behavior while off duty. Officers are often suspended or modified for events that occur while off duty. Specifically, the law requires notification of any firearms discharge while off duty.
- All officers involved in an off-duty firearms discharge are required to immediately request the patrol supervisor to respond if the incident occurs in the City. If unable to remain at the scene, the officer must immediately notify the desk officer and be guided by their instructions. If the incident occurs outside of the City, the officer must promptly notify the Operations Unit.
- Officers are entitled to representation and indemnification by the City of New York, provided that the officer's conduct involved the proper performance of his or her duties and administrative requirements are met. If the incident involves a personal matter or occurred while engaging in secondary employment, this does not apply.
- All members of the service are expected to adhere to the strict social media guidelines, and face discipline if they are not followed.

Public Complaints

- Complaints of police misconduct may be made at any patrol precinct, police service area, transit district, traffic unit, Internal Affairs Bureau, or any other office of the Department. Additionally, complaints can be made by mail or telephone and all the information needed to file a complaint is publicly available on the internet.
- Signs for how to file a CCRB are prominently displayed in all precincts, transit districts,

and patrol service areas. Additionally, all the information for how to file a complaint with CCRB is provided on the Departments website. Furthermore, CCRB has a robust outreach program to inform and educate members of the public on the authority of CCRB and the process to file a complaint.

- The back of department business cards provides contact information for obtaining body-worn camera video or their stop report.
- CCRB does not accept anonymous complaints. CCRB, however, allows anyone who witnessed an incident, even if witnessed on a viral video, to make a complaint. The subject of the incident need not be the one who complains.
- Internal Affairs will allow a member of the service to report misconduct by another member and remain anonymous by obtaining a Confidential Identification Number from IAB Command Center.
 - IAB also maintains a non-recorded anonymous tip line.

Legislative Oversight & Reporting

- State and Local legislative bodies have passed a significant number of laws relating to the work of law enforcement officials. Many of these pieces of legislation aim to improve equity and help ensure best practices and oversight.
 - A prohibition on bias-based profiling (11/2013);
 - The creation of the Office of the Inspector General for the NYPD (1/2014);
 - Significantly limiting the honoring of ICE detainees (12/2014);
 - A report on the issuance of Desk Appearance Tickets (06/2016);
 - A report on the number of summonses issued (06/2016);
 - A report on the use of force by members of the service (08/2016);
 - A report on aggregate misconduct complaints (08/2016);
 - Reporting on hate crime incidents (09/2016);
 - EAD training (11/2016);
 - Mandated publishing of the Patrol Guide (01/2017);
 - Mandated reporting to DOHMH for arrestees who need medical treatment (04/2017);
 - A report on nuisance abatement actions (03/2017);
 - Criminal Justice Reform Act (06/2017);
 - Requirement to allow arrestees, if possible, obtain contact information from their phone (08/2017);

- A report on seized property (08/2017);
- A requirement to rectify erroneous records (01/2018);
- A report on Index Crime clearance (01/2018);
- A report on fair evasion arrests (01/2018);
- A Report on marijuana enforcement (06/2018)
- A report on the use of opioid antagonists (08/2018);
- Right to Know Act (10/2018);
- A report on staffing and case numbers for the Special Victim's Division (12/2018);
- Mandatory training for harassment and sexual assault survivor sensitivity training (05/2019);
- Child sensitive arrest policies (03/2019);
- Requirements for audits of the special victims division case management system (03/2019);
- Mandatory training for Special Victim's Division Investigators (06/2019);
- Providing notice to nightlife institutions prior to conducting M.A.R.C.H. operation (04/2020);
- 9 laws on the issuance of and enforcement of parking placards (12/2019);
- A report regarding animal cruelty complaints (01/2020);
- The NYC "Diaphragm" Law (07/2020);
- Public Oversight of Surveillance Technology (POST) Act (07/2020);
- Shield number right of action law (07/2020);
- The right to record act (07/2020);
- Mandating the creation of an internal discipline matrix (07/2020);
- Mandating the creation of an early intervention system (07/2020).
- The Police Commissioner must testify before the City Council two times a year in connection with the City budget process, and representatives from the highest levels of the NYPD leadership typically testify before the Council at least once a month on various issues and legislation.
- In 2019, Department officials testified in front of the City Council on 20 separate occasions, on topics ranging from traffic safety, the body-worn camera program, police discipline, safety in public housing, to vending enforcement around the Dyker Heights Christmas Lights.

Recruitment, Retention & Resiliency

Recruitment

- The Department has made a concerted effort to recruit more women and people of color, and aims to have a workforce that mirrors the communities served.
- The Department stands out as one of the most racial and gender diverse police departments in the United States. 53.2% of NYPD officers identify as Hispanic, Black or Asian; officers are collectively fluent in more than 90 languages, including ASL.
- Of the November 2020 Police Academy class, 61% percent of the new class lives in one of the five boroughs; nearly a quarter of the recruits are women; about 40% of the recruits are white, 34% Hispanic, 14% Asian or other nationalities, and more than 13% Black; 177 were born outside of the United States.
- The NYPD computer-based entrance examination is offered by Department of Citywide Administrative Service (DCAS) in all five boroughs of NYC allowing for applicants from all areas throughout the City. As per the last Department of Citywide Administrative Services Notice of Examination for Police Officer (Exam No. 0320, filing period October 29, 2019 – December 14, 2019), five points are awarded to candidates who pass the exam and qualify for New York City Residency Credit. In order to qualify for residency credit, candidates must maintain continuous period of residency in New York City from the date of the exam through the date the eligible list is established.
- The Office of Equity and Inclusion is currently examining the barriers that exist in Department policies and structures that inhibit us from building a more diverse workforce. Analysis has begun on recruit resignations and retirees.
- Through the Cadet Corp Program, the Department offers tuition assistance (\$2,500 to \$5,000 per semester for up to 4 semesters), paid work (\$16.31 an hour), and a promotional exam opportunity to police officer for NYC residents who are fulltime college students at an accredited college within NYC, Nassau, or Westchester Counties.

Diverse Leadership

- Between 2010 and 2020, the percentage of Black executives above captain has doubled (from 5.5% to 12%) while the percentage of white executives has decreased (87% to 75%) during the same period.
- As of August 2020, 2 of the 14 Chiefs at the NYPD were women (14.3%), 7 of the 25 Assistant Chiefs were women (28.0%), and 2 of the 72 (2.8%) Deputy Chiefs were women. Of the 17 Deputy Commissioners, 6 are women (35.3%)

- As of August 2020, 2 of the 14 Chiefs were Black (14.3%), 4 of the 14 Chiefs were Hispanic, and 1 of the 14 Chiefs were Asian. In the same time frame, 76% of the Assistant Chiefs were white, and 77.8% of the Deputy Chiefs were white.
- The Department has conducted analysis on the number of people promoted via exams through the rank of Captain, and aims to ensure that civil service tests are as fair and equitable as possible.
- Promotion up to the rank of Captain is achieved through open competitive civil service exams. Ranks above Captain are discretionary. Discretionary promotions are based on a number of considerations which may include time, grade and performance.

Leadership Selection & Discretionary Promotions

- The Police Commissioner is selected by the NYC Mayor, who is elected by citizen voters. Police leaders, including precinct, transit and housing commanders, are chosen by the Police Commissioner, after conferral with borough and bureau commanders and in conjunction with input from members of the community.
- Promotions beyond the rank of Captain, to Deputy Inspector, Inspector and the various Chief ranks: Deputy Chief, Assistant Chief, Bureau Chief and Chief of Department, are discretionary decisions made by the Police Commissioner. Uniform promotions to the ranks of Sergeant, Lieutenant, and Captain are determined by civil service exams. The Police Commissioner has the responsibility of filling the top roles at the Department. The Department aims for a discretionary promotion process that is fair and transparent, and that is served by mentorship and professional development programs.
- Discretionary promotions, including promotions to Detective Second Grade and Detective First Grade, require that at a minimum the officer be in their current rank for a set period of time and demonstrate strong performance, before becoming eligible for promotion to the next rank. In addition to time in rank, the officer's performance is a significant factor in considering whether to promote him or her to the next rank.
- There are numerous Departmental medals that one can achieve by doing exceptional police work.
- Assignment to a specialized unit (NCO, YCO, DV) within a precinct, transit district, or police service area is a pathway to investigative units where police officers can work towards promotion to detective.
- The Department offers its members graduate educational leave opportunities for

academic programs that align with neighborhood policing goals (Harvard MPA, SUNY Albany’s Masters in Criminal Justice, Hunter College’s Masters in Urban Policy and Leadership, etc.)

Demographics of both uniformed and civilian members roughly mirror City demographic estimates. Below are Department demographics (as of 9/14/20) vs. City population demographics estimates (as of 7/1/2019):

UMOS and CMOS vs. City Demographics		
Race	Department Demographic %	City Population Demographic %
African American	27.1	24.3
Hispanic	27.0	29.1
Asian	10.3	13.1
White	35.6	32.1

The makeup of Department demographics vs. city demographics alters significantly for African Americans and Whites when separating CMOS and UMOs.

CMOS vs City Demographics		
Race	Department Demographic %	City Population Demographic %
African American	48.5	24.3
Hispanic	23.0	29.1
Asian	12.8	13.1
White	15.4	32.1

UMOS		
Race	Department Demographic %	City Population Demographic %
African American	15.2	24.3
Hispanic	29.0	29.1
Asian	8.8	13.1
White	46.7	32.1

Retention

- The Department has numerous fraternal organizations (Guardians, GOAL, etc.) that provide networking opportunities that foster professional development to its members as well as social events to build camaraderie among employees.
- The Department’s Office of Professional Development’s (OPD) mission is to empower all members of the service to pursue fulfilling careers that include the opportunity for continuous learning and professional growth, developing NYPD leaders with the skills

and attributes to succeed in all positions and assignments.

Evaluations & Advancing Goals

- On January 1, 2017, the Department created the Performance Evaluation (PERF) System, which has the following thirteen matrices used for evaluation: Problem Identification/Solving, Adaptability and Responsiveness, Judgment, Integrity, Application of Law and Processes, Community Interaction, Department Interaction, Professional Image and Maintenance of Equipment, Quality and Timeline of Written Reports, Initiative, Leadership, Implementation of Proactive Policing Strategies, and Competence in Supporting Unit's Mission. In keeping with policy set forth in Patrol Guide procedure 205-51, "Evaluations of Police Officers and Detectives Assigned to Non-Investigative Duties," this quarterly evaluation allows supervisors to ensure that officers' actions and behavior are adhering to written policy and take corrective action as necessary.
- In keeping with policy set forth in Patrol Guide procedure 205-48, "Evaluations – General – Members of the Service," all uniformed and civilian members of the service are evaluated at least once each year. A number of factors are taken into consideration when completing the evaluation, including review of Officer Profile Reports, Supervisor Feedback Forms, Officer Self-Report Forms, Supervisor's Quarterly Evaluations, Command Discipline Log, CPI record, Department recognition, sick record, commendation letters, and CCRB records prepared during the year.
- Officers are evaluated on Problem Identification/Solving, Adaptability and Responsiveness, Judgment, Integrity, Application of Law and Processes, Community Interaction, Department Interaction, Professional Image and Maintenance of Equipment, Quality and Timeline of Written Reports, Initiative, Leadership, Implementation of Proactive Policing Strategies, and Competence in Supporting Unit's Mission.
- In 2018, the Department launched Cops Rapid Assessment Feedback Tool (CRAFT) on department desktops and smartphones to document performance that has traditionally not been captured by standard Department forms and reports. This application allows all uniformed employees the opportunity to self-report laudable actions. It also allows supervisors to document both positive and negative interactions.

Health & Wellness

- The Department’s Health and Wellness Section seeks to promote the health, wellness, morale, and well-being of all members. The Health and Wellness Sections oversees and manages the following:
 - Employee Assistance Unit
 - Sports Unit
 - Wellness Outreach and Support Unit
 - The Peer Support Program.
- The Health and Wellness Section is encouraging members of the Department to join the “We Pledge to be Stigma Free NYPD” to fight against negative attitudes and beliefs towards individuals with mental health conditions. High ranking leadership in the Department have made this pledge.
- The Department maintains the Chaplain Unit, Counseling Services Unit, and Medical Division with a 24/7 telephone helpline.
- The Medical Division’s Cardiovascular Fitness Unit initiated their Good Health Campaign, in which Certified Fitness Instructors visit commands each week to offer free health assessments that include a blood pressure check, Body Mass Index assessment, resting heart rate analysis as well as an individualized nutrition plan.
- Organizations/programs external to the Department that are NYPD-specific are the following:
 - Police Organization Providing Peer Assistance (POPPA) is a volunteer police support network dedicated to preventing and reducing Post Traumatic Stress Disorder, marital problems, substance abuse, and suicide.
 - The Finest Care Program at New York-Presbyterian offers uniformed members of the Department access to free and confidential mental health services and allows members to see a psychologist or psychiatrist.
- Other external options available to members of the Department include NYC Well, Crisis Text Line, and the National Suicide Prevention Hotline.
- The Department has partnered with Columbia Hospital to create a 24-hour free hotline for officers seeking mental health services.
- The Health and Wellness section holds events throughout the week (currently in virtual format) such as yoga sessions, fitness and nutrition advising, mindfulness exercises, and retirement planning.

- The Health and Wellness Section maintains an active social media presence on Instagram and Vimeo.
- The Health and Wellness Section administers the Command Level Peer Support Program. Peer Support members are command level, readily available, and able to offer co-worker confidential, informal support, and guidance. Peer Support members receive initial and periodic refresher training to in order to fulfill their responsibilities.
- The Department requires members to complete Health and Wellness modules on the department's virtual educational platform NYPDU.
- On April 2, 2019, the Department and the Police Executive Research Forum (PERF) held an International Enforcement Suicide Prevention Symposium at Police Headquarters, which was attended by 300 researchers, subject matter experts, and law enforcement personnel from across the world.
- The Department's Trauma Counseling Team immediately responds to and interviews officers involved in a traumatic incident. Immediate follow-up meetings and additional counseling /interview sessions are conducted following an incident as appropriate.
- As per Patrol Guide Procedure 221-04 (Firearms Discharge by Uniformed Members of the Service), commanding/executive officers are to conduct an assessment of uniformed members concerned, inquire about their well-being, and offer appropriate services. The commanding/executive officers are to conduct follow-up assessments within 24 to 38 hours, observe concerned member's post-traumatic reaction, and repeat offer of appropriate services.

Scheduling

- As per Operations Order #55 (11/06/2008), police officers, sergeants, and lieutenants may have their tours of duty rescheduled up to 20 times per calendar year as long as 24 hours of advanced notice is given. In addition, at least 50 percent of the rescheduled tour must fall on the calendar day that the member is regularly scheduled to work.
- In addition, rescheduling may not result in a member performing two tours in the same calendar day.
- Back-to-back tours are permitted when they are not on the same calendar day; however, the Department policy is to not assign rescheduled police officers to patrol duties on the second tour absent of exigent circumstances.
- COVID-19 has created scheduling challenges, as the NYPD has in some bureaus aimed to keep the number of people working in office settings to a minimum/below 50 percent

capacity.

- Employees may request reasonable accommodation if necessary.