

# NEW YORK CITY'S GUN VIOLENCE PREVENTION TASK FORCE

A Blueprint for Community Safety



**NYC**



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Brownsville  
Community  
Justice

# Letter from Mayor Eric Adams

When I was elected mayor, I made a pledge to keep New Yorkers safe.

Today, we are seeing our city heading in the right direction. Shootings have declined by 24% in the first six months of 2023, and crime has fallen across five of the seven major categories in the first half of this year compared to the same period last year. Because of these efforts, New York City remains the safest large city in America.

But the work of keeping New Yorkers safe is never done and any loss of life is one too many.

That's why New York City's Gun Violence Prevention Task Force is more important now than ever.

Led by First Deputy Mayor Sheena Wright and Man Up! Founder and CEO A.T. Mitchell, the Task Force brought together more than 50 people across 20 city agencies specializing in public safety, health care, workforce development, education, and more to engage the communities most impacted by gun violence, identify gaps in services, study upstream solutions, and begin building out a robust approach to reducing gun violence. We worked across the aisle, collaborated across sectors, and brought city elected leaders to the table for a goal we could all agree on: keeping New Yorkers safe.

The question we sought out to answer was simple – how we stop gun violence before it even happens on our street?

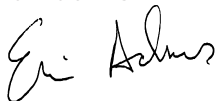
This \$485 million blueprint captures our administration's vision for a city free of gun violence. From Summer Youth Employment Programs that engage at-risk youth through year long job opportunities to violence interrupters that mediate disagreements before they erupt into gun violence, the Task Force identified concrete programs with a proven track record along with innovative, new ideas.

It is often said that a budget is a reflection of values. This city's budget – the largest investment in city history towards gun violence prevention – reflects this administration fundamental priorities and belief that through targeted, intentional investments, we can create a city where no one ever decides that they need to pick up a gun.

Our work does not end here. The Task Force will continue to meet and monitor these programs in the year ahead because of the job of public safety is never over.

Long before I became mayor, I often said that public safety is the pathway to prosperity. When people feel safe, the possibilities are endless. With this Gun Violence Prevention Task Force Blueprint, our city is on the right pathway forward.

Eric Adams



Mayor of the City of New York

# Letter from the Co-Chairs

New York City's communities have a lot to be proud of. They have a unique spirit of creativity, entrepreneurship, resilience, and pride in history and place.

Unfortunately, some communities are experiencing higher rates of gun violence than others.

But there are opportunities right in front of us. Neighborhoods are home to residents of all ages that make up a growing network of organizations and neighborhood leaders that are working in innovative ways to build stronger communities.

It is clear to people in city government that an all-hands-on-deck effort is needed to face the challenge of gun violence.

About 92% of total gun violence in NYC is concentrated within the 30 precincts with the highest number of shooting incidents. As the first phase of this work, the six communities with the highest number of shooting incidents, 25% of shooting incidents and 39% of confirmed shots fired citywide in 2022, have been selected to benefit from new and expanded investments as part of the recommendations of the Gun Violence Prevention Task Force (GVPTF) to Mayor Adams.

These neighborhoods' specific challenges, needs and priorities - identified through community engagement and data analysis - will drive the particular set of strategies and actions to be deployed in each neighborhood.

We know that preventing gun violence will take investments and aligned action in upstream policy, programs, and services across a range of needs for residents, from housing to education and jobs, to improving community centers.

We are ready to do that and have begun to work with community members to tailor the administration's strategies and actions to address each of the communities' unique challenges and opportunities.

Between February and June 2023, the Gun Violence Prevention Task Force met with community residents, youth, child and family well-being community providers, and leaders in public safety, education, and after school programming in the six priority precincts across the Bronx and Brooklyn. Over 1,500 community members across all age groups, and playing various roles in public safety, interacted with each other and with more than 50 members of the Task Force representing 20 City Agencies. Across the sessions, the testimony was powerful, the mood was collaborative and hopeful, and the conversations resulted in an incredibly rich set of ideas and insights - and clarity on what must be done.

What you will find here is a first phase plan. The call to action to NYC's communities is to join us to further refine these strategies, introduce new ideas, and keep all of us accountable.

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**Sheena Wright**

Co-chair of the GVP Task Force  
First Deputy Mayor of the City of New York

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**A.T. Mitchell**

Co-chair of the GVP Task Force  
Founder and CEO of Man Up! Inc. USA



# Introduction

## THE WORK OF THE GUN VIOLENCE PREVENTION TASK FORCE

The Gun Violence Prevention Task Force (GVPTF), established by Mayor Eric Adams in June 2022, set out to stop the rise in violence by using a public health and community development approach to address upstream causes – long-term disinvestment in the programs and services that we all want and need to make and keep our neighborhoods safe. From housing to jobs, mental health, policing, vibrant public spaces and opportunities for the youngest New Yorkers to thrive, our goal is to prevent gun violence now, and into the future. Since its inception, the Gun Violence Prevention Task Force has operated under the belief that gun violence is a symptom of a lack of opportunities to access economic, social, educational, and healthcare resources. To that end, this plan sets an ambitious vision and mission for New York City:

### Vision

All New Yorkers live in safe communities and are free from gun violence.

### Mission

Address the upstream causes of violence in impacted communities to reduce shooting incidents and ensure that children and their families, young adults, and formerly incarcerated New Yorkers have full access to the opportunities that help them thrive.

## OVERVIEW

The Gun Violence Prevention Task Force formalizes the commitments in the *Blueprint to End Gun Violence*, which lays out the strategies the Adams administration has been implementing to reduce gun violence throughout the city. The blueprint outlines key multi-agency strategies that address the root upstream and downstream causes of gun violence and mobilizes jurisdictions across multiple levels and branches of government to collaborate to pass effective and comprehensive gun reform. Certain communities face a disproportionate amount of social and economic challenges that impair residents' health and produce trauma. Left unaddressed, this trauma yields violence that spurs more trauma and perpetuates a lethal cycle. For this reason, the GVPTF is intentionally taking a public health approach to addressing gun violence by focusing on the root causes alongside place-based approaches that focus on the upstream social determinants of gun violence. The Task Force believes that the programs and capacities controlled by multiple agencies can come together in partnership with community to form a holistic approach to healing, prevention, and care, tailored to each precinct.

The Task Force is a cross-sector multi-agency effort dedicated to reducing gun violence through an all-hands-on-deck effort focused on the neighborhoods most impacted by gun violence.

The goal of this initiative is to identify, develop, and implement strategies that impact community safety in focus neighborhoods in the short, medium and long-term.

The Task Force is responsible for coordination and collaboration among government agencies and between City agencies, elected officials, community-based organizations and key community stakeholders to deliver on this goal.



## **AGENCIES INVOLVED**

Department of Youth & Community Development (DYCD)

Department of Health and Mental Hygiene (DOHMH)

Administration for Children's Services (ACS)

Chief Housing Officer

Department of Corrections (DOC)

New York City Public Schools (NYCPS)

Department of Homeless Services (DHS)

Department of Probation (DOP)

Health + Hospitals (H+H)

Housing Preservation & Development (HPD)

Human Resources Administration (HRA)

Mayor's Office of Criminal Justice (MOCJ)

Mayor's Office for Economic Opportunity

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

Mayor's Office for Equity (MOE)

Mayor's Office of Food Policy

Mayor's Office of Talent and Workforce Development (NYC Talent)

New York City Housing Authority (NYCHA)

New York City Parks Department

New York Police Department (NYPD)

Small Business Services (SBS)

Office of the Chief Medical Examiner (OCME)

## **EXTERNAL PARTNERS**

BlocPower

Brownsville Community Justice Center

CAMBA, Inc.

Children's Aid Society

Crisis Management System (CMS)

Delivery Associates

Everytown for Gun Safety

Ford Foundation

Fortune Society

Galaxy Gives

Graham Windham

Guns Down Lives Up

HR&A Advisors

John Jay College of Criminal Justice

Justice Innovation

Lippman Commission

Man Up! Inc

Montefiore University Behavioral Associates

Osborne Association

People's Police Academy

Rising Ground

Scan Harbor

SOS Bronx

Trinity Wall Street

Tsai Foundation

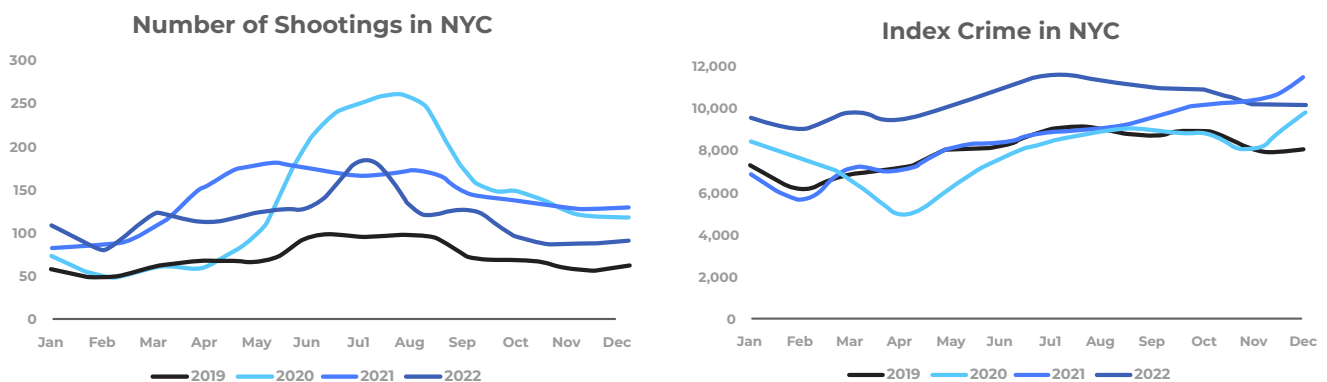
United Way NYC

Women's Community Justice Association

## CITYWIDE CONTEXT

**Mayor Adams has identified public safety as critical to New York City's post-pandemic revival and prosperity.** The administration aims to establish New York City a leading city by adopting a more expansive and impactful approach to public safety and has made gains towards this end through the release of the *Blueprint to End Gun Violence*. The blueprint outlines an equitable public health and whole government approach to fight crime and leverage the anti-violence Crisis Management System to save lives. To lead, New York City must further leverage all city resources to support and expand on a robust ecosystem of agencies, non-profits, advocates, and community partners that all contribute to safe, healthy, and thriving communities.

**New York City is still one of the safest big cities in the United States, but since the onset of the COVID-19 pandemic, gun violence has spiked to levels not seen in years.** The summer of 2020 represented the height of shooting crimes; during this time, shooting rates increased roughly **3X** compared to the previous summer. Although shootings have been steadily decreasing in New York City, shooting incidents remain relatively high compared to pre-pandemic levels and surges in other categories of crime such as robberies and burglaries led to a 21% increase in index crimes over the last year.



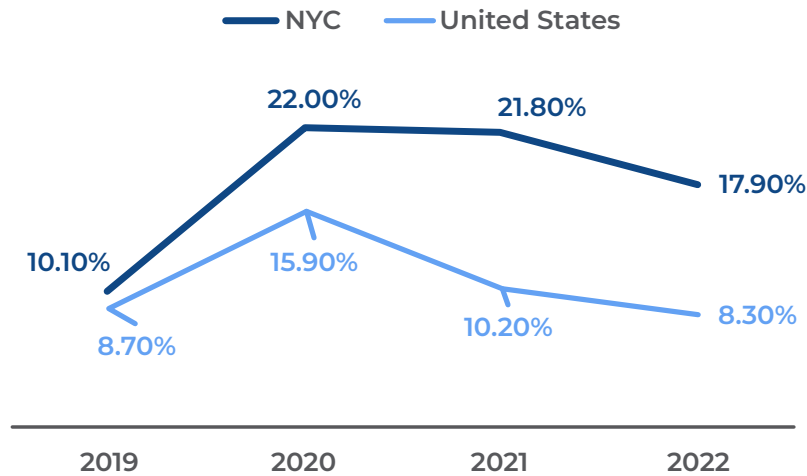
Source: NYPD Monthly Citywide Crime Statistics. Index Crimes include murder, rape, robbery, felony assault, burglary, grand larceny, and grand larceny auto.

**Gun violence is increasingly impacting New York City's youth.** The number of children under 18 being shot at has doubled since 2019, the largest increase across all age groups. The number of known offenders under the age of 18 also nearly doubled over the same period, with shootings largely committed during after school hours into the late evening.

**The City needs interventions that start earlier and focus on positive youth development and address how NYC youth are disconnected from fundamental career and educational pathways.** For instance, the youth unemployment rate in New York City is more than double that of the United States as a whole (17.9% vs. 8.3%, respectively).<sup>1</sup> There has also been a 28.9% decrease in CUNY community college enrollments since 2018. Furthermore, the age groups most vulnerable to crime and violence (youth under the age of 18 years) face challenges connecting to programs and services across the community, so an anti-violence strategy must include strong and improved connections to such opportunities.

<sup>1</sup> <https://www.osc.state.ny.us/reports/osdc/new-york-citys-uneven-recovery-youth-labor-forcestruggling#:~:text=As%20of%20October%202022%2C%20youth,and%203.4%25%20in%20the%20nation>

## Youth Unemployment Rate<sup>2</sup>



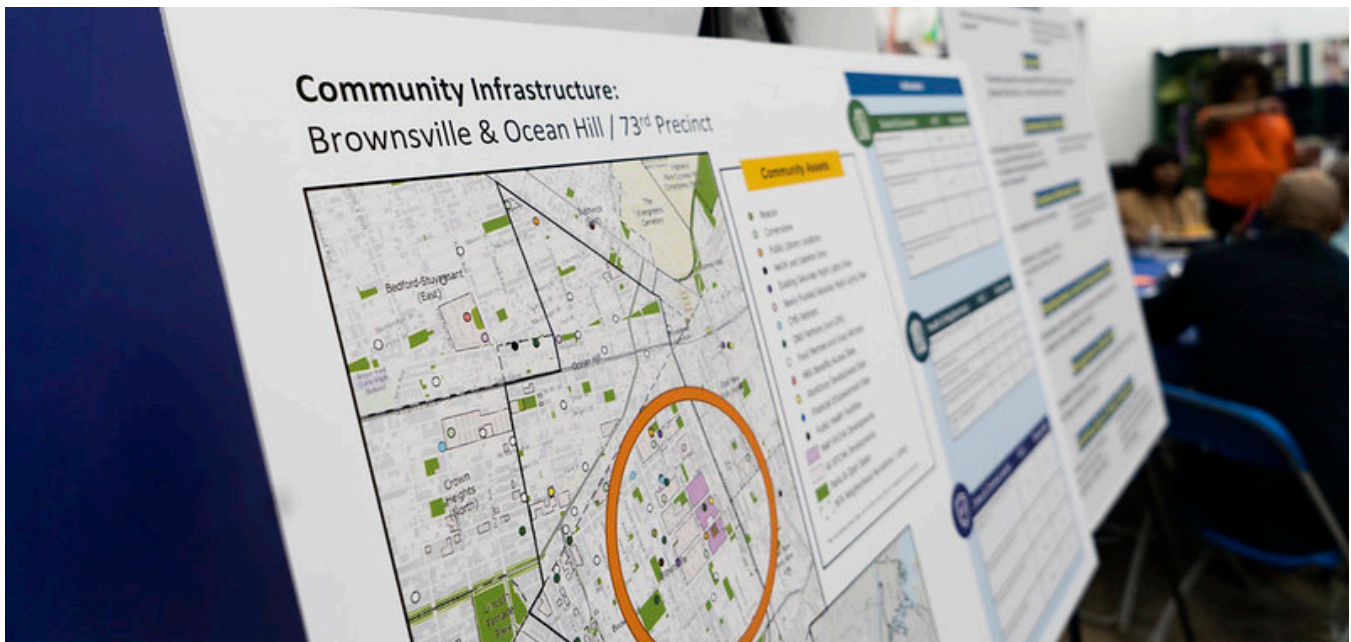
## Decrease in CUNY Enrollment<sup>3</sup>

**28.9%**

At the CUNY community colleges, enrollment has fallen by **28.9 percent** since 2018 with 67,584 total students enrolled in Fall 2022 versus 95,073 total students in Fall 2018.

**31K**

Total enrollment in the CUNY system has declined from **274,000** in fiscal year 2018 to **243,000** for fiscal year 2022.



<sup>2</sup> "New York City's Uneven Recovery: Youth Labor Force Struggling", Office of the New York State Comptroller (2022), <https://www.osc.state.ny.us/reports/osdc/new-york-citys-uneven-recovery-youth-labor-forcestruggling#:~:text=As%20of%20October%202022%2C%20youth,and%203.4%25%20in%20the%20nation>

<sup>3</sup> Student Data Book (Current & Historical), CUNY, <https://www.cuny.edu/about/administration/offices/oira/institutional/data/>

## FOCUS ON THE MOST IMPACTED COMMUNITIES

The burdens of gun violence are not felt equally citywide. **About 92% of total gun violence in NYC is concentrated within the 30 precincts with the highest number of shooting incidents.**

**In 2022, one-in-four shootings (25%) and 39% of confirmed shots fired citywide occurred in just six precincts**, which comprise the neighborhoods of initial focus for the Gun Violence Prevention Task Force.<sup>4</sup>

Precinct 40 – Port Morris, Mott Haven, Melrose

Precinct 42 – Morrisania, Claremont, and Crotona Park

Precinct 44 – Grand Concourse, Bronx Terminal Market, Yankee Stadium

Precinct 47 – Wakefield, Woodlawn, Baychester, Williamsbridge

Precinct 73 – Brownsville and Ocean Hill

Precinct 75 – East New York and Cypress Hill

These six communities in the South Bronx, Northern Bronx, and Eastern Brooklyn have the highest gun violence rates in the city. In these communities, homicide is the leading cause of death.



**These neighborhoods, mostly Black and Brown communities, reflect the historic disinvestment and quality of life challenges that the Task Force seeks to address.**

From the legacy of redlining and other racially discriminatory practices, the city's communities of color have limited inroads to economic mobility, quality community spaces, secure and affordable housing options, and well-resourced public services. The pandemic further stressed these six communities while the murder of George Floyd and other televised acts of police brutality against Black and Brown residents have eroded community members' trust in the criminal legal system. According to Everytown for Gun Safety: "One

explanation for [the recent rise in gun violence experienced in big cities across the country] is that the pandemic aggravated the very factors driving city gun violence – generations of systemic racial discrimination and inequities in health care, housing, education, and other factors have exacerbated the risks of gun violence."<sup>5</sup> **These compounding disparities make addressing gun violence a key racial equity imperative.**

All six communities are home to predominantly Black and Brown households with higher rates of childhood poverty, higher rent burdens, and higher unemployment rates, as well as lower median household incomes, than the rest of New York City. These communities also faced high rates of Covid cases, illnesses, and deaths, and suffer from high rates of maternal mortality and other health inequities. They are all part of the 33 communities identified by the Taskforce on Racial Inclusion and Equity as priority neighborhoods of focus based on pandemic, health, and socioeconomic indicators.

Priority communities also suffer from higher rates of chronic absenteeism from schools, high rates of disconnected youth ages 16-24, high rates of admissions to juvenile detention, and low rates of high school graduation. A central aspect of the Task Force's work is therefore on supporting young people.

<sup>4</sup> NYPD, 2022 Compstat

<sup>5</sup> <https://everytownresearch.org/report/gun-violence-and-covid-19-in-2020-a-year-of-colliding-crises/>

2019 ACS/ Agency Data	Neighborhood	Citywide	Mott Haven/ Melrose	?/ Crotona	Hightbridge/ Concourse	Williamsbridge/ Baychester	Brownsville	East New York/ Starrett City
Demographics	Precinct	-	40	42	44	47	73	75
	Population	8,419,316	95,712	98,699	141,400	150,806	116,334	161,273
	Hispanic/Latinx	29%	68%	62%	66%	25%	23%	37%
	Black, non-Hispanic	22%	28%	32%	29%	63%	71%	52%
Economic Factors	Median household income	\$69,478	\$25,302	\$27,241	\$31,556	\$58,314	\$33,447	\$42,957
	Child Poverty Rate	14.7%	49.6%	49.1%	45.9%	25.9%	41.2%	34.4%
	Rent Burden Greater Than 35%	44.0%	48.5%	51.4%	53.4%	51.5%	55.2%	51.1%
	Unemployment Rate, 16+ (2019)	6.6%	11.6%	13.5%	9.9%	9.1%	12.8%	7.0%
Youth Outcomes	Chronically Absent from School	24.7%	41.7%	40.8%	35.9%	34.6%	44.6%	37.5%
	High School Graduation Rate (2019)	77%	65%	66%	69%	74%	70%	76%
	Disconnected Youth (16-24)	5.2%	5.3%	9.0%	7.9%	6.1%	7.0%	4.6%
	Admissions to Juvenile Detention Per 1,000 Children	3.3	4.1%	3.0	3.5	4.9	4.4	7.2

Source: Census Data, NYCPS, NYC YRBS, ACS

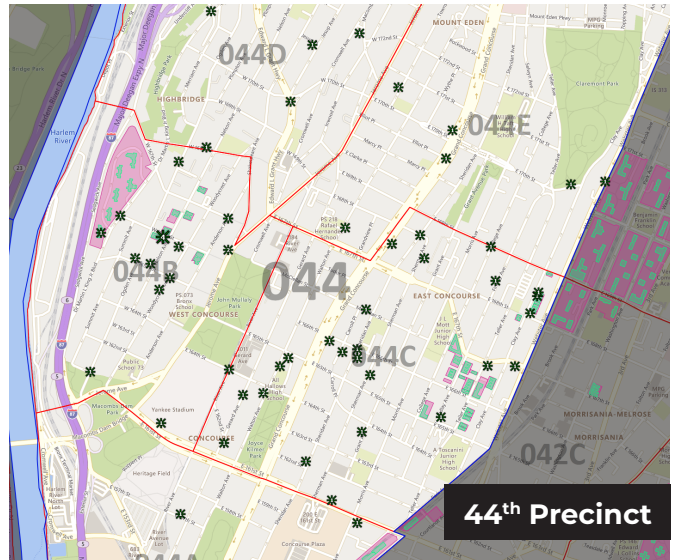
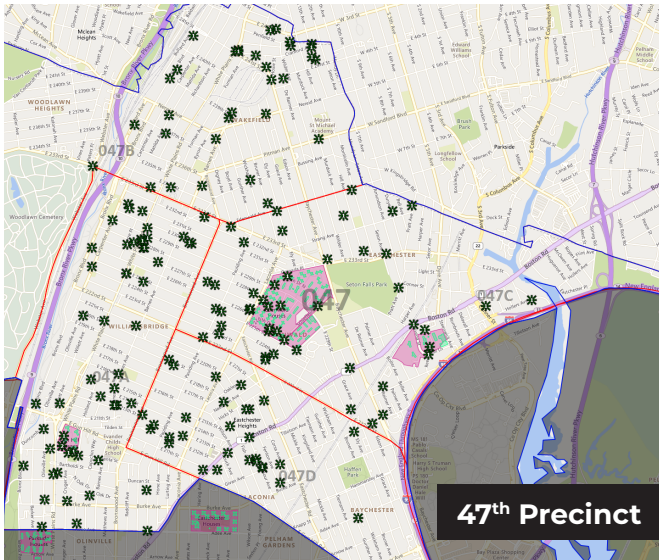
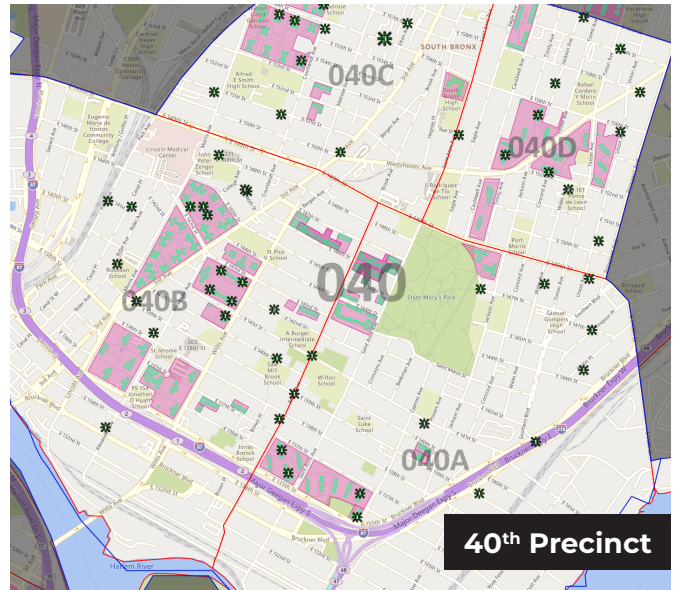
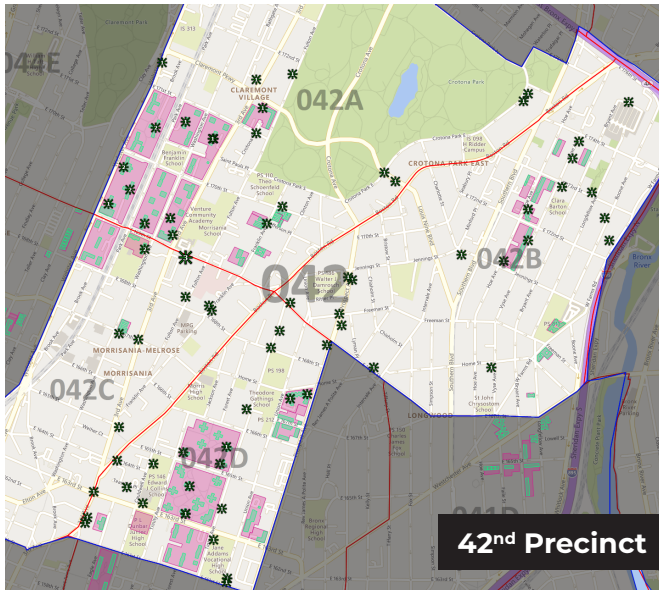
**These cumulative factors point to the 40<sup>th</sup>, 42<sup>nd</sup>, 44<sup>th</sup>, 47<sup>th</sup>, 73<sup>rd</sup>, and 75<sup>th</sup> precincts** as areas with high potential for comprehensive education, health care, housing, safety, and public realm investments, created in partnership with the extensive networks of community members on the ground already dedicated to their neighborhoods' success.



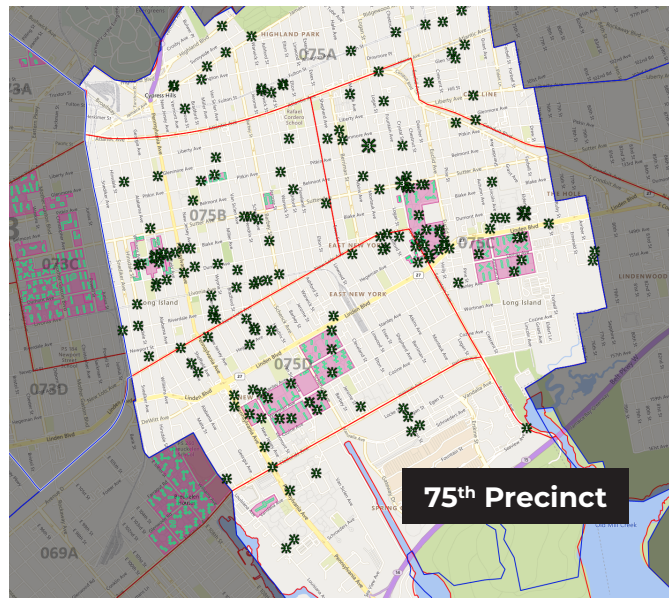
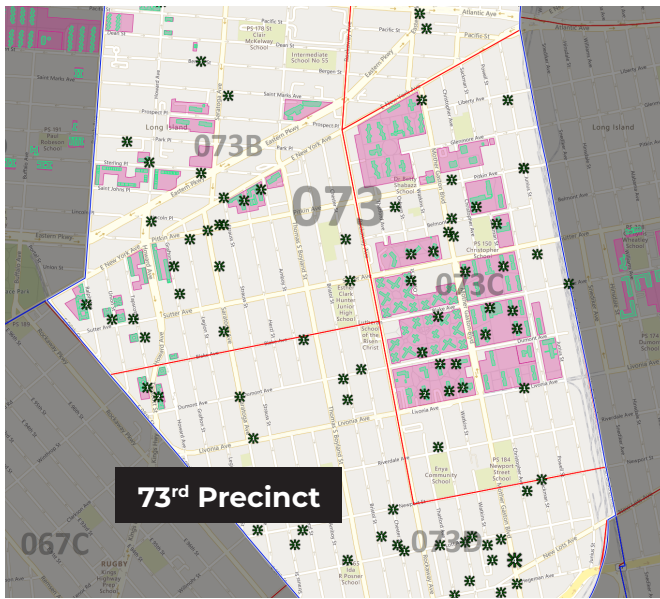
## MAPPING THE VIOLENCE IN PRIORITY COMMUNITIES

Gun violence is concentrated in a handful of neighborhoods in these six precincts. It is important to understand where specifically violence is occurring within each community, which can in turn inform where community response and associated investments should be targeted. While there are clear clusters of shootings in and around public housing developments, making it clear that successful solutions require meaningful attention to the needs of public housing residents, the presence of gun violence in other sections of each precinct points to the need for a wide-reaching and holistic approach that engages small business owners, faith and community organizations, and other residents.

### Confirmed Shots Fired in the GVPTF Priority Communities (2022)<sup>6</sup>



<sup>6</sup> Source: NYPD Monthly Citywide Crime Statistics



**Fortunately, community efforts and public policy to reduce gun violence have worked before. We already know that gun violence in NYC drops as community investments increase.** For instance, in neighborhoods with a Crisis Management System (credible messengers and wrap-around services to intervene before gun violence occurs), gun violence dropped by **40%** between 2010 and 2019, compared to 31% in similar neighborhoods.<sup>7</sup> In the 17 NYCHA developments with wrap-around anti-violence services, crime rates for the seven major felonies fell by twice as much as in all other NYCHA developments between 2014 and 2019.<sup>8</sup> Holistic, community driven, and targeted investments in upstream solutions to violence can bring these numbers down to lower than they've ever been before.

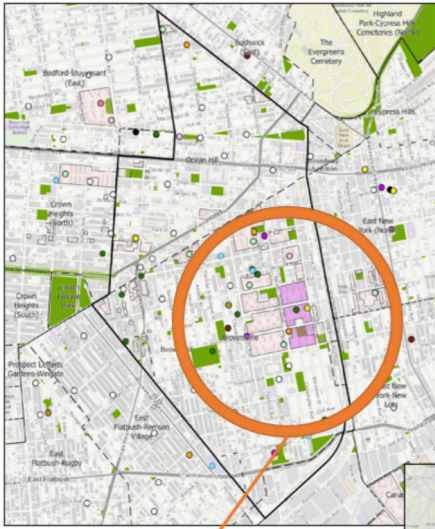
<sup>7</sup> <https://www.nyc.gov/site/peacenyc/interventions/crisis-management.page>

<sup>8</sup> <https://map.cityofnewyork.us/wp-content/uploads/2020/06/JJREC-MAP-Eval-Update-5-.pdf>



# COMMUNITY ASSET MAPS

## Community Infrastructure: Ocean Hill & Brownsville / 73rd Precinct

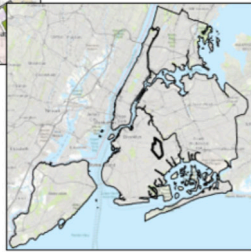


**Community Assets**

- Beacon
- Cornerstone
- Public Library Locations
- NeON and Satellite Sites
- Existing Saturday Night Lights Sites
- Newly Funded Saturday Night Lights Sites
- CMS Partners
- ONS Partners (non-CMS)
- Food Pantries and Soup Kitchens
- HRA Benefits Access Sites
- Workforce Development Sites
- Financial Empowerment Sites
- Public Health Facilities
- MAP NYCHA Developments
- All NYCHA Developments
- Parks & Open Space
- NTA Neighborhood Boundaries / Labels

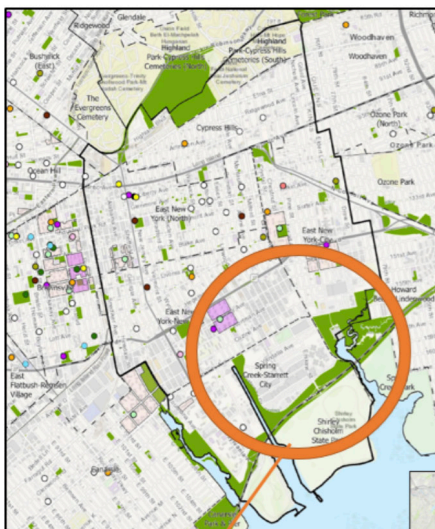
\*Not exhaustive, does not include many CBOs or neighborhood institutions

Concentration of youth services in & around NYCHA developments; Food pantries are plentiful in other parts of the neighborhood, but few other services



Indicators		
<b>Social &amp; Economic</b>	<b>NYC</b>	<b>Brownsville</b>
Median household income	\$69,478	\$33,446
Unemployment (16+)	5.8%	12.8%
Chronically absent from school	24.7%	44.6%
Youth disconnection (OSOW)	5.2	7.0%
Foster care placements (per 1K children below 18 years)	1.9	7.9
<b>Health &amp; Neighborhood</b>	<b>NYC</b>	<b>Brownsville</b>
Child asthma ED visits (per 10,000 children 5-14 y.o.)	223	475
Life expectancy (years)	81.2	75.1
Food Insecurity (% of residents)	13%	21%
Housing quality homes w/o maintenance defects)	44%	29%
Children in homeless shelters (0-17)	26,172	1,684
<b>Crime &amp; Criminal Justice</b>	<b>NYC</b>	<b>Brownsville</b>
Admissions to juvenile detention (per 1,000 children - 12-17)	3.3	4.4
Incarceration (per 100,000 adults 16+)	425	1,698
# of shooting incidents (1/1/22-12/4/22)	1,218	58
# of shots fired (1/1/22-12/4/22)	2,640	115

## Community Infrastructure: Cypress Hills & East New York / 75th Precinct

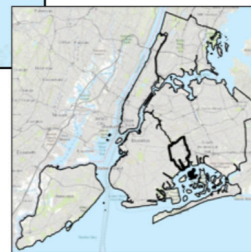


**Community Assets**

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- All NYCHA Developments
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- NTA Neighborhood Boundaries / Labels

\*Not exhaustive, does not include many CBOs or neighborhood institutions

Fewer services in general (relative to Brownsville); no services in Spring Creek/Starrett City



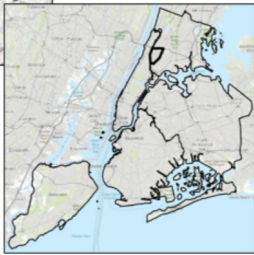
Indicators		
<b>Social &amp; Economic</b>	<b>NYC</b>	<b>East NY / Cypress Hills</b>
Median household income	\$69,478	\$42,957
Unemployment (16+)	5.8%	7.0%
Chronically absent from school	24.7%	37.5%
Youth disconnection (OSOW)	5.2	4.6%
Foster care placements (per 1K children below 18 years)	1.9	8.8
<b>Health &amp; Neighborhood</b>	<b>NYC</b>	<b>East NY / Cypress Hills</b>
Child asthma ED visits (per 10,000 children 5-14 y.o.)	223	315
Life expectancy (years)	81.2	78.6
Food Insecurity (% of residents)	13%	24%
Housing quality homes w/o maintenance defects)	44%	38%
Children in homeless shelters (0-17)	26,172	600
<b>Crime &amp; Criminal Justice</b>	<b>NYC</b>	<b>East NY / Cypress Hills</b>
Admissions to juvenile detention (per 1,000 children - 12-17)	3.3	7.2
Incarceration (per 100,000 adults 16+)	425	1,065
# of shooting incidents (1/1/22-12/4/22)	1,218	77
# of shots fired (1/1/22-12/4/22)	2,640	181

## Community Infrastructure: Grand Concourse & Yankee Stadium / 44th Precinct



- ### Community Assets
- Beacon
  - Cornerstone
  - Public Library Locations
  - NeON and Satellite Sites
  - Existing Saturday Night Lights Sites
  - Newly Funded Saturday Night Lights Sites
  - CMS Partners
  - ONS Partners (non-CMS)
  - Food Pantries and Soup Kitchens
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  - Financial Empowerment Sites
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  - MAP NYCHA Developments
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  - Parks & Open Space
  - NTA Neighborhood Boundaries / Labels
- \*Not exhaustive, does not include many CBOs or neighborhood institutions

No CMS partners & only 1 ONS partner; No Beacons and only 1 Cornerstone w/in precinct



### Indicators

Social & Economic	NYC	Concourse / Yankee
Median household income	\$69,478	\$31,556
Unemployment (16+)	5.8%	9.9%
Chronically absent from school	24.7%	35.9%
Youth disconnection (OSOW)	5.2	7.9%
Foster care placements (per 1K children below 18 years)	1.9	5.0

Health & Neighborhood	NYC	Concourse / Yankee
Child asthma ED visits (per 10,000 children 5-14 y.o.)	223	420
Life expectancy (years)	81.2	78.6
Food insecurity (% of residents)	13%	21%
Housing quality homes w/o maintenance defects)	44%	19%
Children in homeless shelters (0-17)	26,172	2,051

Crime & Criminal Justice	NYC	Concourse / Yankee
Admissions to juvenile detention (per 1,000 children - 12-17)	3.3	3.5
Incarceration (per 100,000 adults 16+)	425	813
# of shooting incidents (1/1/22-12/4/22)	1,218	54
# of shots fired (1/1/22-12/4/22)	2,640	63

## Community Infrastructure: Port Morris, Mott Haven & Melrose / 40th Precinct



- ### Community Assets
- Beacon
  - Cornerstone
  - Public Library Locations
  - NeON and Satellite Sites
  - Existing Saturday Night Lights Sites
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  - CMS Partners
  - ONS Partners (non-CMS)
  - Food Pantries and Soup Kitchens
  - HRA Benefits Access Sites
  - Workforce Development Sites
  - Financial Empowerment Sites
  - Public Health Facilities
  - MAP NYCHA Developments
  - All NYCHA Developments
  - Parks & Open Space
  - NTA Neighborhood Boundaries / Labels
- \*Not exhaustive, does not include many CBOs or neighborhood institutions

Good CMS & ONS partner coverage; No financial empowerment sites; limited infrastructure in southeastern corner



### Indicators

Social & Economic	NYC	Port Morris & Mott Haven
Median household income	\$69,478	\$25,302
Unemployment (16+)	5.8%	11.6%
Chronically absent from school	24.7%	41.7%
Youth disconnection (OSOW)	5.2	5.3%
Foster care placements (per 1K children below 18 years)	1.9	7.6

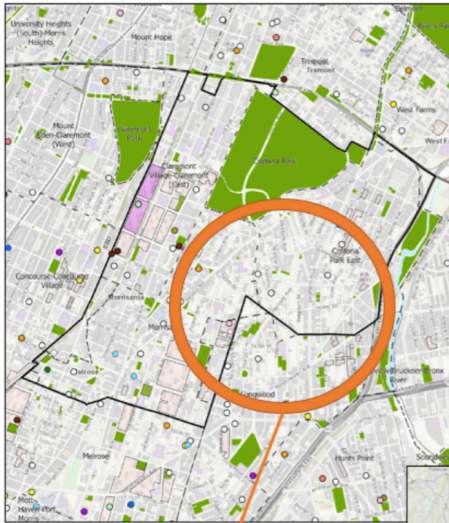
  

Health & Neighborhood	NYC	Port Morris & Mott Haven
Child asthma ED visits (per 10,000 children 5-14 y.o.)	223	647
Life expectancy (years)	81.2	77.6
Food insecurity (% of residents)	13%	24%
Housing quality homes w/o maintenance defects)	44%	24%
Children in homeless shelters (0-17)	26,172	807

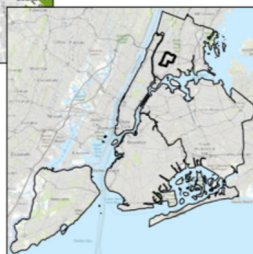
Crime & Criminal Justice	NYC	Port Morris & Mott Haven
Admissions to juvenile detention (per 1,000 children - 12-17)	3.3	4.1
Incarceration (per 100,000 adults 16+)	425	1,214
# of shooting incidents (1/1/22-12/4/22)	1,218	48
# of shots fired (1/1/22-12/4/22)	2,640	55

## Community Infrastructure: Morrisania & Claremont /42nd Precinct



- ### Community Assets
- Beacon
  - Cornerstone
  - Public Library Locations
  - NeON and Satellite Sites
  - Existing Saturday Night Lights Sites
  - Newly Funded Saturday Night Lights Sites
  - CMS Partners
  - ONS Partners (non-CMS)
  - Food Pantries and Soup Kitchens
  - HRA Benefits Access Sites
  - Workforce Development Sites
  - Financial Empowerment Sites
  - Public Health Facilities
  - MAP NYCHA Developments
  - All NYCHA Developments
  - Parks & Open Space
  - NTA Neighborhood Boundaries / Labels
- \*Not not exhaustive, does not include many CBOs or neighborhood institutions

Limited infrastructure throughout precinct – particularly in north & east



### Indicators

Social & Economic	NYC	Morrisania & Claremont
Median household income	\$69,478	\$27,241
Unemployment (16+)	5.8%	13.5%
Chronically absent from school	24.7%	40.8%
Youth disconnection (OSOW)	5.2	9.0%
Foster care placements (per 1K children below 18 years)	1.9	7.5

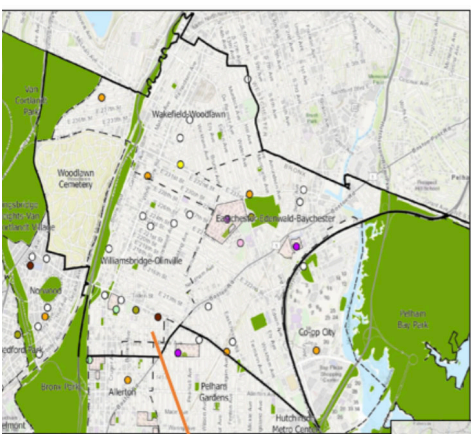
  

Health & Neighborhood	NYC	Morrisania & Claremont
Child asthma ED visits (per 10,000 children 5-14 y.o.)	223	442
Life expectancy (years)	81.2	76.2
Food Insecurity (% of residents)	13%	25%
Housing quality homes w/o maintenance defects)	44%	27%
Children in homeless shelters (0-17)	26,172	1,145

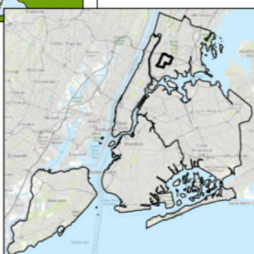
Crime & Criminal Justice	NYC	Morrisania & Claremont
Admissions to juvenile detention (per 1,000 children - 12-17)	3.3	3.0
Incarceration (per 100,000 adults 16+)	425	1,243
# of shooting incidents (1/1/22-12/4/22)	1,218	32
# of shots fired (1/1/22-12/4/22)	2,640	79

## Community Infrastructure: Wakefield, Williamsbridge & Baychester / 47th Precinct



- ### Community Assets
- Beacon
  - Cornerstone
  - Public Library Locations
  - NeON and Satellite Sites
  - Existing Saturday Night Lights Sites
  - Newly Funded Saturday Night Lights Sites
  - CMS Partners
  - ONS Partners (non-CMS)
  - Food Pantries and Soup Kitchens
  - HRA Benefits Access Sites
  - Workforce Development Sites
  - Financial Empowerment Sites
  - Public Health Facilities
  - MAP NYCHA Developments
  - All NYCHA Developments
  - Parks & Open Space
  - NTA Neighborhood Boundaries / Labels
- \*Not not exhaustive, does not include many CBOs or neighborhood institutions

Lots of food pantries, no financial empowerment centers; No CMS or ONS partners



### Indicators

Social & Economic	NYC	Wakefield
Median household income	\$69,478	\$58,314
Unemployment (16+)	5.8%	9.1%
Chronically absent from school	24.7%	34.6%
Youth disconnection (OSOW)	5.2	6.1%
Foster care placements (per 1K children below 18 years)	1.9	11.4

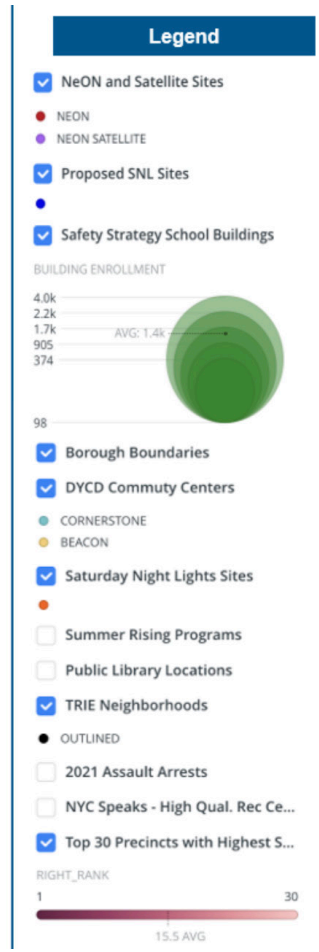
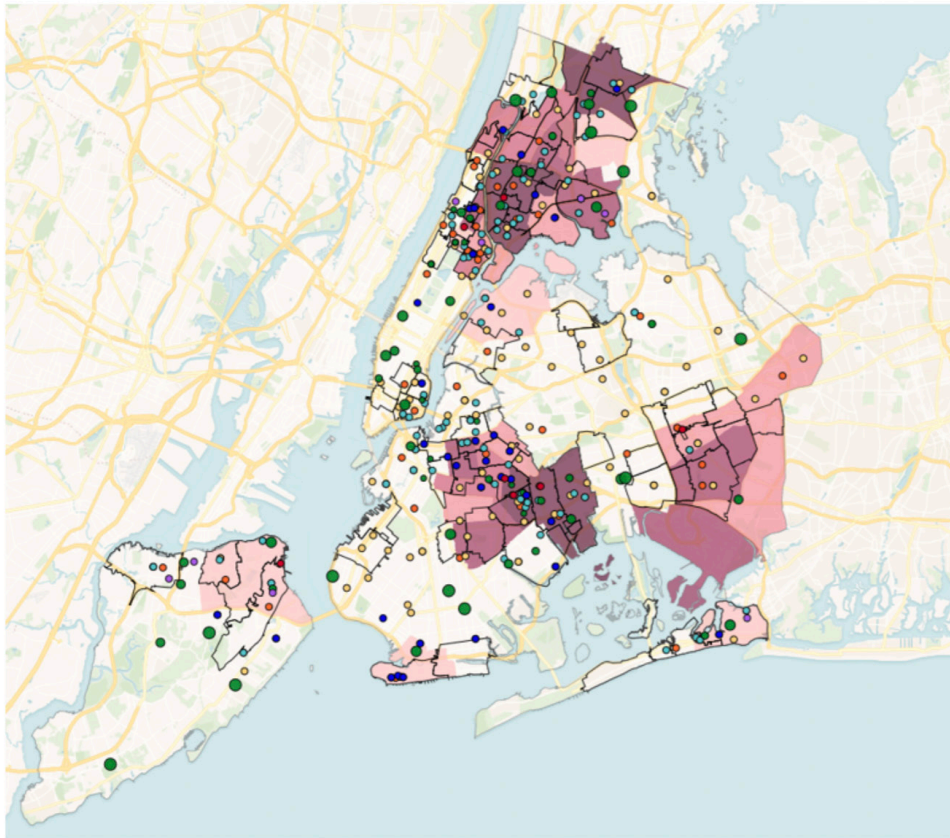
  

Health & Neighborhood	NYC	Wakefield
Child asthma ED visits (per 10,000 children 5-14 y.o.)	223	369
Life expectancy (years)	81.2	81
Food Insecurity (% of residents)	13%	12%
Housing quality homes w/o maintenance defects)	44%	42%
Children in homeless shelters (0-17)	26,172	277

Crime & Criminal Justice	NYC	Wakefield
Admissions to juvenile detention (per 1,000 children - 12-17)	3.3	4.9
Incarceration (per 100,000 adults 16+)	425	577
# of shooting incidents (1/1/22-12/4/22)	1,218	40
# of shots fired (1/1/22-12/4/22)	2,640	162

## Community Safety: Education & After-School Infrastructure



### NEIGHBORHOOD SAFETY ACTION PLANS

The GVPTF will mobilize strategic partnerships and resources to address the upstream roots of neighborhood gun violence through **Neighborhood Safety Action Plans** in each of the priority precincts.

The strategies crafted by the Task Force are tailored to address the social, economic, and health challenges and opportunities found within priority precincts above. Through these **Neighborhood Safety Action Plans**, the Task Force will help the city’s most at-risk communities reach stability and thrive in safety.

### NEIGHBORHOOD LEVEL-KPIs

In addition to tracking metrics for each initiative and overall strategy, the GVPTF will also track the following **citywide and neighborhood-level Key Performance Indicators (KPIs)** over the long term to indicate the success of tackling the upstream social determinants of public safety:

- Number of people shot
- Shooting incidents
- Number shots fired
- Rate of assault hospitalization per 100,000 residents
- Percentage of residents who feels safe from crime in neighborhood

## THE WAY FORWARD

Given what we know about gun violence in our city and what has shown promise, the GVPTF believes that eliminating gun violence requires more than enforcement and criminal justice policy; it also requires:

- Accelerating a **public health approach** that activates every part of government as part of the public safety ecosystem to respond to crises and interrupt cycles of violence through prevention efforts.
- Implementing a **community development approach** that focuses on preventative measures and addresses deeply rooted social determinants of health and safety with longer-term solutions.

These pillars of the GVPTF ‘theory of change’ also need to have an intentional focus on **youth** and **racial equity**, consider the populations and communities that are most impacted by gun violence in our city.

## A PUBLIC HEALTH APPROACH

A public health approach to neighborhood safety requires all city agencies, grassroots partners, service providers, and community experts to address both firearm access and the factors that contribute to and protect from gun violence. The backbone of this ecosystem is the city’s Crisis Management System (CMS).

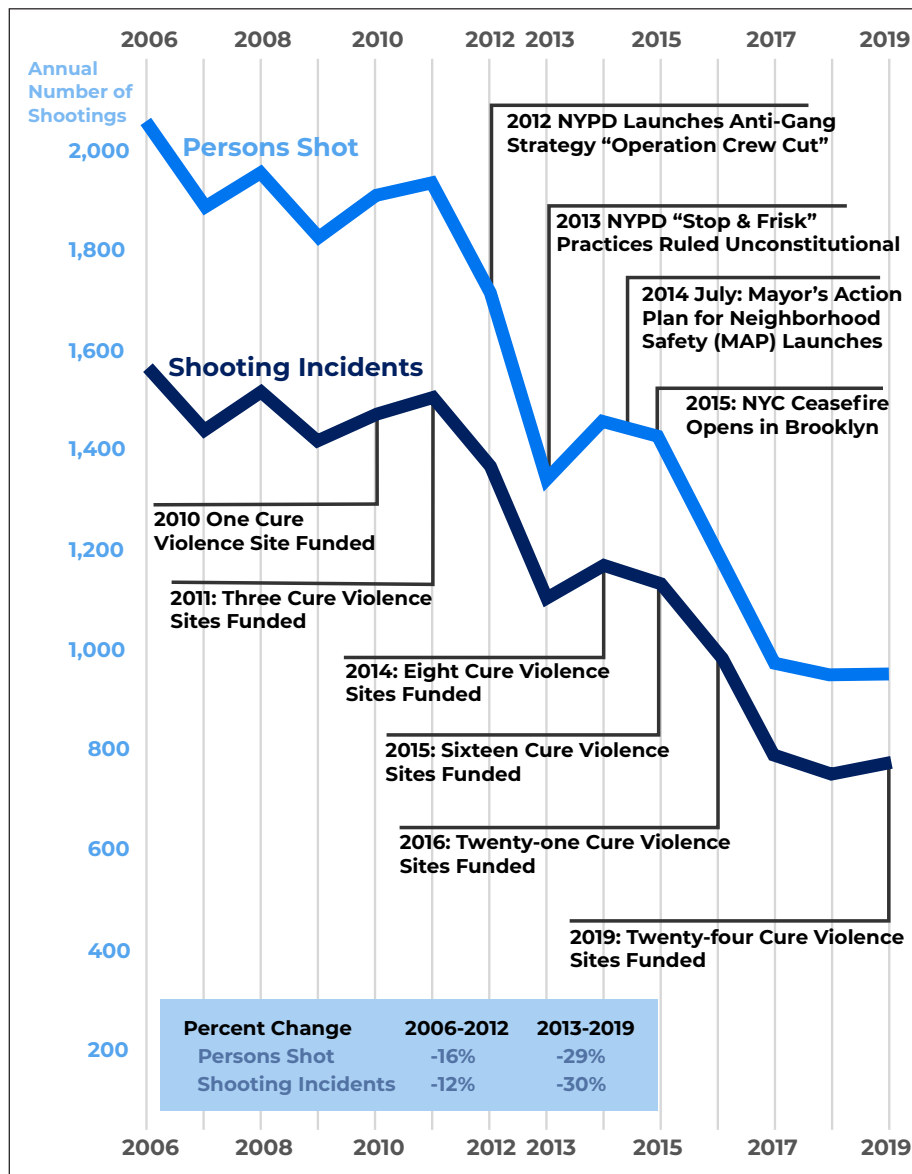
The CMS public health model uses three major strategies: 1) Interrupt and de-escalate incidents of gun violence to stop cycles of retaliation, 2) Connect the perpetrators of violence to services that help steer them away from violence, 3) Change community norms by engaging residents in collaborative efforts to promote public safety.

CMS, and its core component, Cure Violence, were originally designed as an intervention program to engage those individuals who are driving violence in their communities. CMS is an essential part of our vision to co-produce public safety in partnership with local communities, building on the talent, resiliency, and creativity that reside in neighborhoods across New York City. CMS has brought measurable benefits to communities citywide, reducing shooting victimizations while decreasing reliance on violence to settle disputes. In neighborhoods with a CMS system, gun violence dropped by 40% between 2010-2019, compared to 31% in similar neighborhoods.<sup>9</sup> CMS also has a role in successfully implementing other programs that reduce gun violence, including Youth Enrichment Services (currently offered in 322 schools, 26 of which are in the 6 priority neighborhoods of the Gun Violence Prevention Task Force), the Precision Employment Initiative, Hospital Violence Intervention Programs, housing and service navigation, and various community vitality efforts.

**Gun violence dropped in New York City as Cure Violence and other CMS investments increased.** Since the Cure Violence program was initiated in 2006, both persons shot and shooting incidents have decreased by roughly **47%**.<sup>10</sup>

<sup>9</sup> <https://www.nyc.gov/site/peacenyc/interventions/crisis-management.page>

<sup>10</sup> <https://johnjayrec.nyc/2020/07/17/databits202001/>



Source: Shooting data compiled by NYPD, disseminated via the NYC Open Data Portal, and analyzed by John Jay College of Criminal Justice

## A COMMUNITY DEVELOPMENT APPROACH

Investments in agencies that maintain “systems of care” in communities – mental and community health, employment, education, environmental sustainability, affordable housing, arts and culture, and more – are essential for reducing violence and increasing neighborhood safety. According to an analysis by John Jay College of Criminal Justice, alongside specialized enforcement targeting individuals and networks driving gun violence, a slew of new “upstream” initiatives that expanded investments in and strengthened support for the most disadvantaged and marginalized neighborhoods in New York City helped to reduce the number of crimes involving guns by 51% and the number of people injured by gunfire by 53%.<sup>11</sup>

<sup>11</sup> <https://johnjayrec.nyc/2020/07/17/databits202001/>

## INVESTMENTS IN SYSTEMS OF CARE IN COMMUNITIES THROUGHOUT NYC

**\$418M** in funding for initiatives that focus on employment and job training, anti-gun violence programming, the Mayor's Action Plan for Neighborhood Safety (MAP) in NYCHA, transitional housing, restorative justice, Supervised Release, Alternatives to Incarceration, and the Behavioral Health Emergency Assistance Response Division

**\$845M** in funding for youth, health, and human services like SYEP, afterschool programs, Beacon programs, Cornerstone programs, and the Subway Safety Plan

**\$758M** for education programs like Community Schools, expanding Career Technical Education, guidance support and Guidance Counselors, mental health programs in schools, expansion of the gay-straight alliance, literacy and dyslexia programming, and gun violence prevention and restorative justice programming in schools

**\$23.7M** in CUNY programs like the People's Police Academy, ACE Expansion, Brooklyn Recovery Corps, and CUNY Career Launch

### The GVPTF's Methodology

Since Day 1, the Gun Violence Prevention Task Force has operated under the belief that gun violence is a symptom of a lack of opportunities to access economic, social, educational, and healthcare resources.

The work of the GVPTF has been to identify and develop strategies that impact community well-being and safety in focus neighborhoods in the short, medium, and long term. To achieve this, the Task Force brought together 20+ city agencies, specializing in health care, workforce development, education, public spaces, and more, along with more than 50 task force members, including external partners.

The Task Force convened a series of agency staff workshops in the fall of 2022 to identify gaps in services and programming, identify opportunities to expand and enhance actions with proven track records of success in underserved neighborhoods, and promote inter-agency collaboration in the process.

The development of the strategies emerged from a process that elevated:

- **Evidence** - the strategies needed to be grounded in ideas and approaches that are evidence-based, have been tested, and have proven to be successful, so that the City is investing in what works.
- **Precision** - the strategies need to precisely target solutions where they are most needed and where they can deliver the most impact and return on the City's investment.
- **Collective Impact** - the strategies, on the whole, must work together as a series of aligned efforts that address interconnected issues and are mutually reinforcing.

## THE TASK FORCE LANDED ON SEVEN STRATEGIES.

With the community responses in-hand, city partners developed a set of 7 strategies that would tackle the upstream causes of gun violence



## PLANNING CO-DESIGNED WITH COMMUNITY

One of the core beliefs of the GVPTF is that **public safety is achieved by communities with the support of government.** We believe community members should be treated as co-designers and collaborators in the process, in order to get to the core of what people believe will prove effective in their community.

Because of this, after identifying a set of potential actions and initiatives for each strategy, the Task Force hosted community engagement sessions in all six priority precincts. Throughout spring 2023, the Task Force engaged approximately 600 residents and 800 youth through the community convenings and the Youth Town Halls. The Task Force also conducted focus groups with social service providers and school safety agents to further customize strategies and actions/initiatives to end gun violence based on the insights of those directly impacted and/or working on-the-ground in each of these communities. Thanks to these sessions, the Task Force gained a better understanding of how gun violence uniquely impacts each community and held discussions about potential solutions with those who have the greatest stake in the health of their neighborhoods.



The strategies, actions, and initiatives included in this plan were presented to community members in each of the GVPTF priority communities, where feedback was gathered and later synthesized into insights that have informed this plan and will inform the successful implementation.

As the strategies are implemented, the Task Force is committed to accountability through consistent engagement and community-driven evaluation through surveys and other community-centered data-collection strategies.

What we are striving for is a city government better positioned to partner with communities to make investments in proven violence and crime prevention strategies, such as trauma informed care in education, employment, and housing.

We are beginning with neighborhoods in Brooklyn in the 73<sup>rd</sup> and 75<sup>th</sup> precincts, and in the Bronx in precincts 40, 42, 44, and 47. The Task Force strategies will expand to other neighborhoods across the City over time.



## WHAT WE HEARD FROM IMPACTED COMMUNITIES

Between February and March 2023, the Gun Violence Prevention Task Force co-hosted a series of community conversations in Brooklyn and the Bronx. More than 1,500 community residents participated and interacted with each other and with nearly 50 members of the Task Force across a wide spectrum of government agencies. We heard the issues that are the biggest concerns and also what the opportunities are to be effective in each community.

***Throughout this document you will find ideas, insights, and direct quotes from community members across a range of issues they care about, and some in direct response to the strategies proposed by the Task Force.***

Below are some of the overarching themes that emerged from the conversations around some of the key issues of jobs, health, housing, youth and community development, and police relations.

### JOBS

- Residents, particularly young adults, have expressed difficulty finding jobs that match their given skill sets.
- Youth need intentional job training, readiness, and placement programs that are tailored to their interest.
- There is a high need for accessible career-connected education programs that lead to good jobs.

### HEALTH

- Communities need comprehensive mental health services and interventions that serve the entire community.
- Residents have consistently raised the need for more accessible mental health and trauma-informed care and services for the community to heal.
- There is a high need for access to mental health supports and social-emotional learning programs in schools.

### POLICE RELATIONS

- NYPD's relationship with youth needs to improve significantly.
- Youth voiced their distrust of the police and lack of safe spaces to safely report gun violence.
- Youth see opportunities to improve policing in their community.

### HOUSING

- There is an urgent need for improvements to living conditions and security in public housing developments.
- Access to housing for previously-incarcerated residents is critically needed.
- There is a growing fear of displacement and barriers to homeownership are increasingly steep.

### YOUTH

- Quality afterschool activities are needed for diverse age groups, including programs that expose young people to experiences outside their community.
- According to both students and principals in communities, youth need more counselors and service providers who affirm their diverse cultures and are equipped to engage with them.

### COMMUNITY DEVELOPMENT

- The number of blighted and abandoned properties have become a nuisance to residents.
- Communities need consistent capital, and improvements to its parks and community centers.
- Parks and playgrounds are in need of repairs across all six communities.
- Community and health services should be available for extended hours.

## WHAT WE HEARD FROM OUR YOUTH

In May and June of 2023, the Task Force engaged approximately 800 young people through Youth Town Halls hosted by 21 schools across the six priority precincts. Young people in each school led workshops in breakout rooms with 10-15 of their peers and were supported by adult facilitators and notetakers representing over a dozen city agencies including the Department of Youth and Community Development, the Department of Health and Mental Hygiene and the New York City Police Department, Crisis Management System co-sponsor and partners, and Department of Education Restorative Justice Borough Staff. Across conversations, we heard young people identify their greatest concerns and areas of opportunity that were consistent with learnings from our earlier community engagement sessions.

Below are key themes raised by youth ranging from age 11 to 21 for school and community based investments to end gun violence and build the health and well-being in the community.



## **EMPLOYMENT, ENTREPRENEURSHIP, CAREER READINESS**

- Youth, beginning in middle school, need and want more job training, readiness, and placement programs in their schools and communities that are tailored to their interest.
- Youth want financial and entrepreneurship classes to be part of their school curriculum and after-school programs.
- Youth want expanded hours for employment and career readiness opportunities such as SYEP so that young people will be engaged in programming that is safe and allows them to focus on their future.
- Youth expressed the need for employment opportunities for formerly incarcerated juveniles who are returning to society.

## **MENTAL HEALTH AND TRAUMA INFORMED CARE**

- Youth want comprehensive mental health services and interventions that are provided by both peers and mental health staff that are available through digital platforms and in person service, particularly in their schools.
- Reduce the costs of mental health, as well as reduce the waitlist and other barriers to receiving care for youth and families with or without insurance.
- Integrate trauma informed care services such as therapy to all families, and to children as early as possible to encourage a culture of speaking openly and identifying safe outlets for your emotions.

## **EARLY INTERVENTION**

- Start building strong relationships with youth in elementary and middle school to counter the recruitment of children into gangs.
- Increase support to young parents, parents with multiple children, single mothers, and parents working multiple jobs to support their efforts to guide their children and family on a successful path.
- Create programs that help children get involved in understanding the impact of gun violence that allow for children and parents to learn together.

## **HOUSING**

- Youth ask to remodel public and private housing to improve living conditions, increase security, and encourage youth and families to develop a strong sense of belonging and pride in their home and community.
- Youth noted the need for increased access and opportunity to housing within and across neighborhoods .
- Youth want more assistance to families and youth in acquiring and maintaining housing.

## **POLICE AND COMMUNITY RELATIONS**

- Youth want improved communication and relationships with the police through more officer involvement in positive community events.
- Youth want more officers that look like the residents that reside in the neighborhoods they are serving.
- Youth want to both host and inform improved training police officers receive so that officers are stronger, compassionate, and trauma informed communicators to all youth and families.
- Youth want increased presence of police in neighborhoods as well as school safety agents in schools coupled with an increased number of schools with metal detectors to prevent the likelihood of their peers bringing weapons to or around school buildings.
- Youth noted the need to remove police arrest quotas and focus more on crime prevention.

## **COMMUNITY DEVELOPMENT AND VITALITY**

- Create safe designated spaces for people to smoke in so not everyone has to walk through the smoke.
- Improve parks, increase the number of community centers, and expand school hours so that there are safer spaces for youth to be safe and spend time with their friends.
- Increase free after school programs that provide access to sports, arts, music, financial literacy, and career development programs.
- Improve safety in open public spaces.

## DATA SNAPSHOT

The concerns raised by community members match data across a range of critical socio-economic and community health indicators. The selected neighborhoods have the highest rates of gun violence as well as some of the highest risks related to housing, health, and education/employment barriers, generational poverty, family instability, and youth disconnection.

Social & Economic	NYC	73 Brownsville	75 East New York	40 Port Morris	42 Morrisania	44 Grand Concourse	47 Wakefield
Median household income	\$69,478	\$33,446	\$42,975	\$25,302	\$27,241	\$31,556	\$58,314
Unemployment (16+)	5.8%	12.8%	7.0%	11.6%		9.9%	9.1%
Chronically absent from school	24.7%	44.6%	37.5%	41.7%	40.8%	35.9%	34.6%
Youth disconnection (OSOW)	5.2%	7.0%	4.6%	5.3%	9.0%	7.9%	6.1%
Foster care placements (per 1K children below 18 years)	1.9	7.9	8.8	7.6	7.5	5.0	11.4

Source: Census Data, NYCPS, NYC YRBS, ACS

Health & Neighborhood	NYC	73 Brownsville	75 East New York	40 Port Morris	42 Morrisania	44 Grand Concourse	47 Wakefield
Child asthma ED visits (per 10,000 children 5-14 y.o.)	223	475	315	647	442	420	369
Life expectancy (years)	81.2	75.1	78.6	77.6	76.2	78.6	81
Food Insecurity (% of residents)	13%	21%	24%	24%	25%	21%	12%
Housing quality homes w/o maintenance defects)	44%	29%	38%	24%	27%	19%	42%
Children in homeless shelters (0-18)	22,219	1,536	600	807	1,145	2,051	277

Source: NYC Community Health Survey, HPD

These systemic barriers have compounded and destabilized many households. Among the downstream impacts are persistent challenges with crime and violence in communities.

Crime & Criminal Justice	NYC	73 Brownsville	75 East New York	40 Port Morris	42 Morrisania	44 Grand Concourse	47 Wakefield
Admissions to juvenile detention (per 1,000 children ages 12-17)	3.3	4.4	7.2	4.1	3.0	3.5	4.9
Incarceration (per 100,000 adults ages 16+)	425	1,698	1,065	1,214	1,214	813	577
# of shootings (2022)	1,294	63	79	24%	52	55	44
# of confirmed shots fired (2022)	1,775	122	187	24%	61	65	171

Source: NYPD, MOCJ.

**Note:** Number of shootings refers to incidents of assault as distinct from the number of confirmed shots fired, which refers to the number of gunshots confirmed by evidence such as casings or witnesses.

## Goals, Strategies, and Actions in Selected Communities

The overarching goal of our work is to prevent gun violence and save lives. We plan to work hand in hand with partners in communities towards that goal.

Given what we know about gun violence as a public health issue with many ‘upstream’ causes, the Task Force began its work with the premise that many agencies of government have ways of impacting the issue. The key was identifying approaches that have been proven to work and inviting a conversation with residents about how these strategies could be most effective in their respective communities.

The Task Force landed on seven strategies connected to a set of interrelated objectives.

**Early Intervention:** Increase early educational, housing, health, recreational, and job supports and opportunities for youth with the most need.

**Housing:** Improve the quality of existing housing and increase the availability of transitional, supportive and permanent housing for residents.

**Navigation & Benefits:** Increase access for people to government benefits and provide more effective support for justice-involved families in navigating government programs.

**Community Vitality:** Improve community centers, parks, playgrounds and other physical infrastructure and programs for vibrant, healthy neighborhoods.

**Employment and Entrepreneurship:** Increase access to quality jobs and economic security for youth and those who are justice-involved.

**Trauma-Informed Care:** Ensure appropriate mental health crisis response and increase mental health support for young people and others with a diagnosed mental illness.

**Community & Police Relations:** Cultivate strong relationships of mutual trust between police agencies and community members to maintain public safety and ensure effective policing.

## STRATEGY 1: EARLY INTERVENTION

The following programs will increase **early educational opportunities**, provide **better supports in schools**, and ensure **youth have mentors and positive networks**, preventing youth from becoming involved in gun violence and increasing community safety.

WHAT WE'VE HEARD	KPIs
<p>Residents desire increased access to educational and career opportunities for over-age and under-credited students.</p> <p><b>“We need transfer schools to teach trade skills in addition to post-secondary education prep”</b> – Morrisania resident (pct. 42)</p> <p>There is a high need for students in these communities to connect with role models with similar backgrounds.</p> <p><b>“[We] need a mentorship program with mentors who come from similar backgrounds as the communities’ youth”</b> – Grand Concourse resident (pct. 44)</p> <p>Quality afterschool activities are needed for diverse age groups, including programs that expose young people to experiences outside their community.</p> <p><b>“Interventions for youth should begin at the elementary school level”</b> – East New York resident (pct. 75)</p>	<ul style="list-style-type: none"> <li>• Increase in English Language Arts (ELA) and Mathematics scores</li> <li>• Decrease in school safety incidents</li> <li>• Increase in percentage of students reporting feeling safe</li> <li>• Decrease in chronic absenteeism</li> <li>• Increase in percentage of students who have met standards for College and Career Readiness out of 9th grade cohort</li> <li>• Increase in credit attainment</li> <li>• Increase in graduation</li> <li>• Increase in connections to careers and postsecondary education</li> </ul>

## WHAT YOU'LL SEE

**Project Pivot** – Partner public schools with community organizations to provide mentors, increased support in schools, and safety interventions to students at risk of violence. This initiative will aim to provide schools in need with an array of youth support services and violence interruption and prevention activities that school teams can leverage to drive positive change in their respective school communities. In FY24, NYC Public Schools will expand from 144 to 200 schools, serving 30-50 students per school for a total of 6,000-10,000 students across NYC.

**Career Connected Learning Hubs** – Improve educational opportunities by expanding career-connected learning in and increasing the capacity of schools serving over-age and under-credited students to meet rising needs. First piloted in 2017 at the Judith S. Kaye Transfer School, the goal of the model is to reengage students who are not on track for graduation in their previous school.

**Beacon Programs** – Improve educational opportunities and provide better support in schools by expanding Beacon programs, which integrate tailored programming into public schools during non-school hours and on weekends throughout the year. Currently Beacon Programs operate in 11 schools within the priority precincts. DYCD and NYC Public Schools will collaborate to determine key expansion sites across the target precincts.

**Recommendations of Public School Leaders** – Implement various aligned actions to strengthen school supports, drawn directly from the assessment and recommendations of school principals and administrators. The Task Force will support NYC Public Schools to implement these recommendations and ensure that local educators are aware of the range of initiatives outlined in this plan and have an opportunity to connect their students with the services they need.

**Educator Experiences and Development** – Continue to build out support infrastructure for teacher training to increase their exposure to the evolving world of work and their understanding of available resources to help youth navigate the labor market.

**NYC Reads** – Focus classroom literacy and math instruction on proven, research-based curricula, supported by intensive coaching and professional learning for educators, to ensure that all public-school students are experiencing rigorous, relevant, engaging instruction that works. Implemented over two years, this initiative will streamline and enhance curricular resources in early childhood and elementary classrooms, as well as in high school algebra courses. Additionally, it will provide \$35 million next year for training and coaching to help teachers and leaders effectively implement the classroom materials and address their students' needs.

**Access to Opportunities at CUNY** – Expand access to comprehensive postsecondary pathways programming for 3,700 additional middle and high school students through the CUNY Explorers program, expand opportunities to earn college credit for 7,000 additional public high school students through the College Now program, and provide an additional 350 students with industry credentials over the next year (2023-2024). The City will also continue to support career advising for CUNY students, which will accelerate implementation of CUNY's plan to embed hybrid academic-career advisors within degree fields to build talent pipelines and support students and graduates into high paying, career-track work. The City will expand CUNY Career Launch to provide internships that support the career goals of students with no previous internship experience. In the next year, the program will develop internships and place 500 students during the academic year.

**Youth Enrichment Services (YES)** – Engage CMS providers to expand the YES model in GVPTF priority communities. Currently offered in 26 schools across the six priority precinct, YES engages school-aged youth between 12 and 21 years old in programming and supportive services that change the culture around violence and encourage positive youth development.



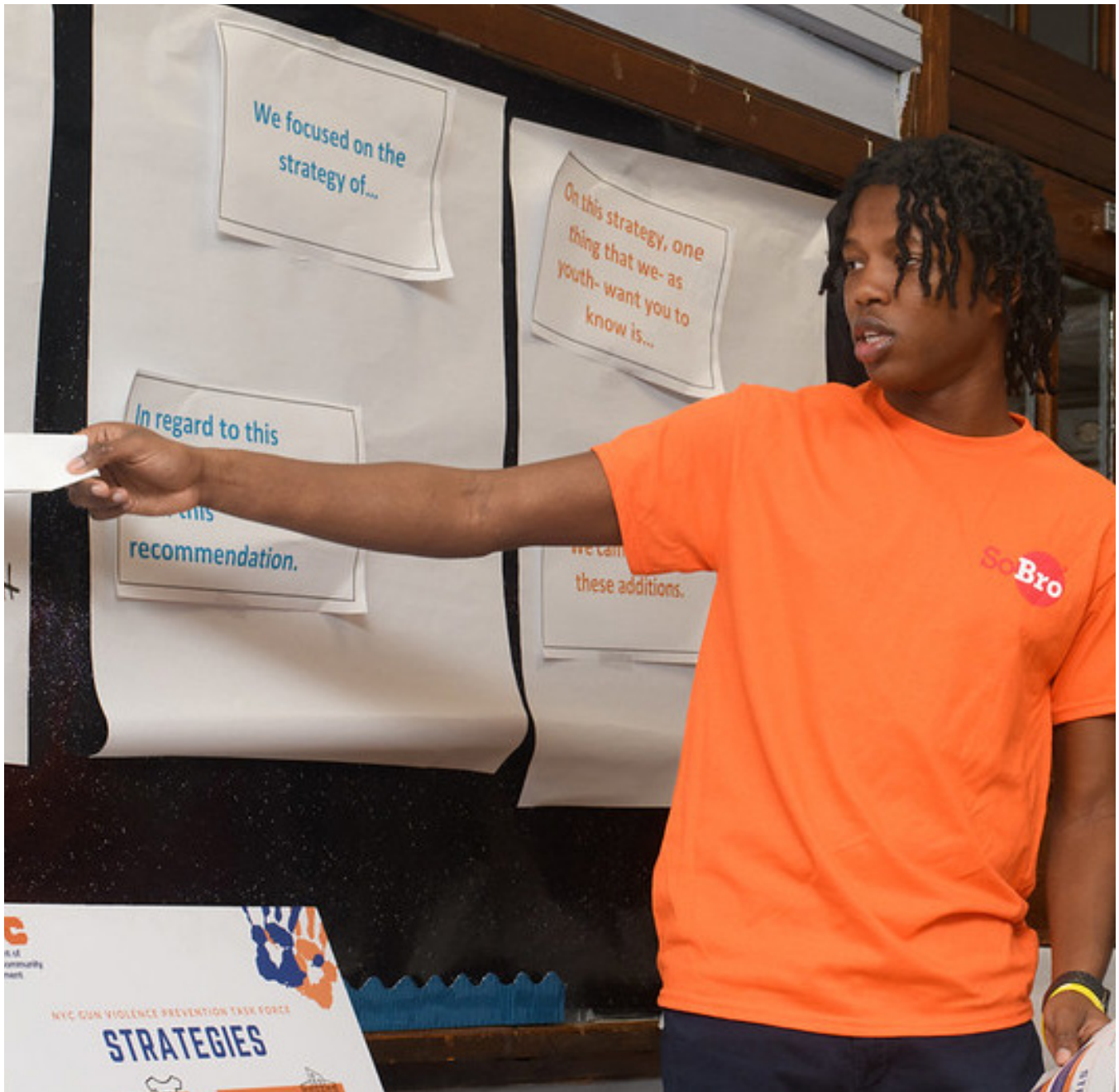
## LEADING AGENCIES

NYC Public Schools

Department of Youth and Community Development

NYC Office of Neighborhood Safety

CUNY



## STRATEGY 2: HOUSING

The programs below will improve the **quality of existing housing** and increase the **availability of transitional, supportive, and permanent housing** for residents of the six precincts - ensuring that every resident has a home that is safe, affordable, habitable, and free of gun violence.

WHAT WE'VE HEARD	KPIs
<p>An urgent need for improvements to living conditions and security in public housing developments.</p> <p><b>“There is an urgent need to improve NYCHA security and sanitation”</b> – Brownsville resident (pct. 73)</p> <p>There is a high need for vouchers for permanent housing to young people and families in the shelter system.</p> <p><b>“There should be fewer barriers to help families in shelters obtain secured housing”</b> – Wakefield resident (pct. 47)</p> <p>There is a strong desire for increasing access to housing for previously-incarcerated residents.</p> <p><b>“People are coming out of jail with different issues, so this program should understand their housing needs based on these issues”</b> – Wakefield resident (pct. 47)</p>	<ul style="list-style-type: none"> <li>• Number of affordable units financed</li> <li>• Number of affordable units completed</li> <li>• Number of people released from DOC custody who gain admission into reentry housing</li> <li>• Waitlist for re-entry housing</li> <li>• Number of families moved from shelter to permanent housing</li> <li>• Percentage of homes with maintenance defects</li> </ul>

## WHAT YOU'LL SEE

**Create Affordable Housing** – Expand the availability of affordable housing by prioritizing development of HPD-financed projects in GVPTF priority precincts in order to break ground on 3,000 affordable rental and homeownership units by 2025.

**Transform Public Housing** – Improve the quality of existing housing by investing in the rehabilitation of security and safety systems infrastructure to support residents in public housing developments, prioritizing GVPTF priority precincts.

**Transitional Housing** – Ensure the availability of transitional housing by establishing emergency housing capacity to provide immediate assistance to homeless people discharged from DOC custody.

## LEADING AGENCIES

Department of Housing Preservation and Development

NYCHA

Department of Health and Mental Hygiene

Department of Youth & Community Development

Department of Corrections/MOCJ

Health + Hospitals

Department of Homeless Services

## STRATEGY 3: NAVIGATION & BENEFITS

The following programs will increase **access to government benefits** and provide **more effective support for justice-involved individuals and families** in navigating government programs that improve the lives of residents and reduce gun violence.

WHAT WE'VE HEARD	KPIs
<p>Ensure that the resources invested in expanding benefits navigation services is commensurate with the scale of the need.</p> <p><b>“We are unaware of the benefits and resources available, and need assistance in accessing these resources”</b> – Port Morris Resident (pct. 40)</p> <p>Facilitate better inter-agency communication and partnerships so that residents find ‘no wrong doors’ to connect with needed services</p> <p><b>“There is little coordination among agencies to help quickly determine what services a family or child is eligible for”</b> – Brownsville Resident (pct. 73)</p>	<ul style="list-style-type: none"> <li>• Increase in number of referrals to benefits enrollment and renewals</li> <li>• Increase in number of existing clients enrolled in new benefits</li> <li>• Increase in number of children aged 0-5 living in shelters that are enrolled in childcare</li> <li>• Increase in number of eligible families with children in shelter enrolled in Public Assistance</li> </ul>

## WHAT YOU'LL SEE

**NYCBenefits** – Help individuals and families access and stay connected to a wide range of government services and benefits, including SNAP, through community-based navigators

**NeON+ Navigators** – Place personalized navigators in NeON community sites to help families and people with justice involvement access government benefits. This program will expand from the South Bronx, Brownsville, and East New York to include Wakefield.

**Fair Futures** – Expand the program citywide to provide young people in foster care with coaches, tutors, housing, education, and employment specialists.

**Benefits Access for Families in Shelters** – Facilitate and improve multi-agency collaboration to increase eligibility and enrollment in government benefits for families with children in shelters.

## LEADING AGENCIES

Human Resources Administration

Department of Probation

Administration for Children's Services

Department of Social Services

## STRATEGY 4: COMMUNITY VITALITY

The strategies described below will **improve community centers, parks, playgrounds and other physical infrastructure and programs** to ensure that neighborhoods are vibrant, healthy, and free of gun violence.

WHAT WE'VE HEARD	KPIs
<p>Lower-income communities need standard and consistent capital improvements, quality streetscapes with improved lighting; parks and streets need quality repair and maintenance.</p> <p><b>“Improve lighting and provide frequent cleanup of parks and public spaces”</b> – Brownsville resident (pct. 73)</p> <p><b>“Repair sidewalks and provide ADA accessibility in parks and community centers”</b> – Brownsville resident (pct. 73)</p> <p>Community members identified a need for more recreational opportunities, enrichment, and programming activities for both seniors and youth to improve health outcomes, as well as support for renovation and further programming of recreation centers.</p> <p><b>“Community centers need to be open for all - and need to be safe havens”</b> – Morrisania resident (pct. 42)</p> <p><b>“Better food access and farmers markets + education for using nature for healing”</b> – East New York resident (pct. 75)</p> <p>There is demand to redevelop vacant land and abandoned property in creative ways, such as for affordable housing or public spaces, to better serve the existing community rather than seeking to attract new residents.</p> <p><b>“Vacant lots could be used for more parks, supermarkets, urgent cares, or laundromats”</b> – Grand Concourse resident (pct. 44)</p> <p><b>“[Use] green spaces as spaces for education, prevention, mediation”</b> – East New York resident (pct. 75)</p>	<ul style="list-style-type: none"> <li>• Increase in the percentage of residents within walking distance of a park</li> <li>• Reduce number of city-owned vacant lots</li> <li>• Increase in the number of schools providing expanded family services</li> <li>• Increase in amount of investments in capital improvements to neighborhood parks and recreation centers</li> <li>• Increase in the number of trees planted along streets</li> <li>• Increase in street cleanliness ratings</li> <li>• Increase in the number of individuals served by senior center programs</li> </ul>

## WHAT YOU'LL SEE

**Community Centers** – Renovate Parks Department community recreation centers and expand the availability of programs that promote health and safety.

**Parks and Playgrounds** – Parks and Playgrounds- Renovate neighborhood parks, playgrounds, and public spaces that are most in need of improvements and repairs. There are currently 22 active construction projects that will renovate various playgrounds, facilities, and open spaces in the target neighborhoods. In addition, 11 more projects will enter construction in the future for a total of 33 newly reconstructed spaces for the community to enjoy.

**Community Use of School Facilities** – Make select public school buildings open for community use outside of school hours on weekdays, during the weekends, and/or over the summer to serve as a community asset for all residents.

**A New Community Justice Center** – Designation of city property on Staten Island for use as Community Justice Center and funding a community stakeholder process to tailor programming. Based on similar centers in other boroughs, the community justice center model is rooted in evidence-based practices, emphasizing community engagement and collaboration. By offering alternatives to traditional court processes, community justice centers aim to address the underlying causes of criminal behavior, rehabilitate individuals, and foster a sense of accountability within the community.

## LEADING AGENCIES

Parks Department

Department of Youth and Community Development

NYCHA

Department of Housing Preservation and Development

NYC Public Schools

## STRATEGY 5: EMPLOYMENT & ENTREPRENEURSHIP

The following employment programs will **increase access to quality jobs and economic security for youth and justice-involved individuals**, reducing significant risk factors of gun violence and ensuring that viable economic opportunities are accessible to everyone.

WHAT WE'VE HEARD	KPIs
<p>Residents need funded training to prepare them for skill-driven jobs.</p> <p><b>“Provide training and funding for residents to attend training in key trades such as tech, cosmetology, and culinary”</b> – Brownsville resident (pct. 73)</p> <p>Youth need intentional job training, readiness, and placement programs that are tailored to their interest.</p> <p><b>“Expand SYEP programming to be year round”</b> – Grand Concourse resident (pct. 44)</p> <p>Communities need more local businesses.</p> <p><b>“Need to strengthen support of local businesses and local hiring”</b> – East New York resident (pct. 75)</p> <p>For youth there is a specific desire for cutting the red tape involved in obtaining vendor licenses in order to promote entrepreneurship.</p> <p><b>“Provide classes that teach teens and young adults about business”</b> – Wakefield resident (pct. 47)</p>	<ul style="list-style-type: none"> <li>• Increase in the number of vacant positions with the City fill by residents from the priority communities</li> <li>• Increase in the number of resident entrepreneurs and small business owners</li> <li>• Decrease in the unemployment rate (16+)</li> <li>• Decrease in the percentage of families below the NYC poverty line</li> <li>• Increase in the number of unique businesses opened with assistance from SBS</li> <li>• Increase in the number of NYCHA youth placed in jobs through youth employment programs</li> <li>• Increase in the percentage NYCHA job training graduates placed in jobs</li> </ul>

## WHAT YOU'LL SEE

**Precision Employment** – Provide job-training, wraparound supports, and employment placement services for justice-involved and at-risk New Yorkers, focusing on green jobs and other growing industries.



**YouthBuild NYC** – Offer a comprehensive full-time, nine-month, paid job training program for young people who have left high school without a diploma. The city will also create a Youth-in-Community initiative to extend community impact opportunities to young people still in school or employed, and to young adults, with or without a high school diploma. Within this initiative, the city will launch a Youth-Create program that will develop 36 new community improvement projects designed by youth in communities of concentrated poverty throughout NYC.

**Year-Round Internships through SYEP and Work, Learn, & Grow** – Expand the City’s Work, Learn, & Grow (WLG) program so over 7,000 high-need students are paired with meaningful paid work and career exploration opportunities year-round by 2024. WLG will also provide eligible students with opportunities to participate in college-level courses including partnering with CUNY College Now to receive college credit. Cannabis Entrepreneurship – Provide technical assistance and other business services to cannabis entrepreneurs, including access to capital and streamlined permits.

**Capacity-building for the Crisis Management System** – Expand provision of career opportunities and provide key services including direct technical assistance for procurement, train-the-trainer programs for workforce development, legal and compliance capacity building, operational capacity building, and support for business development to strengthen grassroots organizations participating in the City’s crisis response.

**Financial Empowerment Programs** – Work with CBOs in priority neighborhoods to offer financial empowerment programs which provide free, one-on-one professional financial counseling and coaching.

**Jobs NYC** – Creation of a reimagined single point of entry web portal, for New Yorkers that supports residents identifying career and training opportunities. Jobs NYC, is a curated experience focusing on city jobs and resources, followed by a more personalized matching process in the coming years.

**Economic Mobility Hubs** – Create a network of neighborhood, business, and technology intermediaries in the priority communities to develop integrated solutions for economic mobility. The current model, The Brownsville Hub Cooperative, is on a 3-year implementation schedule, with new mobility hubs in other priority precincts likely to follow a similar timeframe

**OSOW Training, Paid Work Experiences & Career Paths** – Expand DYCD’s year-round youth workforce programs for out-of-school, out-of-work youth to serve an additional 400 young adults with advanced training opportunities, bringing total capacity to over 1,700 slots.

## LEADING AGENCIES

Department of Youth and Community Development

NYC Small Business Services

Department of Consumer and Worker Protection

Mayor's Office of Economic Opportunity

Mayor's Office of Talent and Workforce Development

Department of Probation

NYC Public Schools

CUNY



## STRATEGY 6: TRAUMA-INFORMED CARE

**Increase mental health support** for young people and individuals with a diagnosed mental illness and ensure that appropriate **mental health crisis responses** are delivered to residents in need to improve their mental and emotional well-being.

WHAT WE'VE HEARD	KPIs
<p>Comprehensive mental health services and interventions that serve the entire community.</p> <p><b>“Provide culturally responsive and culturally aware care”</b> – Grand Concourse resident (pct. 44)</p> <p>Youth need trusted trauma informed care that prioritizes their needs.</p> <p><b>“Make services more available to younger age groups”</b> – Morrisania resident (pct. 42)</p> <p>Community and health services should be available for extended hours.</p> <p><b>“We need more service providers who are prepared to engage with young people consistently”</b> – Brownsville resident (pct. 73)</p> <p>Residents are interested in more adequately staffed mental health services and crisis interventions that reduce need for law enforcement.</p> <p><b>“Ensure mental health professionals are reflective of the communities served”</b> – Port Morris resident (pct. 40)</p> <p>Substance abuse programs are critically needed.</p> <p>Coordination between agencies is crucially important in this work.</p> <p><b>“More coordination of trauma informed care with existing community centers (i.e libraries and Brownsville Rec center)”</b> – Brownsville resident (pct. 73)</p>	<ul style="list-style-type: none"> <li>• Increase in the number of vacant positions</li> <li>• Decrease in number of residents hospitalized for mental health disorders or crises</li> <li>• Increase in number of residents served by mental health crisis response</li> <li>• Decrease in percentage of residents who need mental health treatment but don't receive it (waiting lists, unresponded to calls for crisis response)</li> <li>• Decrease in the number of residents per 100,000 people who are incarcerated</li> <li>• Increase in the number of youth served by Atlas program</li> <li>• Increase in the number of residents served by the Tenant Support Unit of PEU</li> <li>• Decrease in the number of residents per 100,000 people ages 16+ who are incarcerated</li> </ul>

## WHAT YOU'LL SEE

**Behavioral Health Emergency Assistance Response Division (B-HEARD) – Expand pilot in which teams of health professionals** – including EMTs/paramedics and mental health professionals - respond to 911 mental health calls to all six precincts.

**Atlas** – Provide high quality healing and therapeutic services to approximately 1,000 young adults and families who are at the most elevated risk for involvement in gun violence. In the coming years, the City will expand the program to serve people ages 25+.

**Health Justice Network** – Support community health workers with lived experience of the criminal legal system to provide health services to peers and people returning from incarceration.

**Street Health Outreach and Wellness** – Expand mobile teams of mental health professionals dedicated to serving the basic needs of unsheltered homeless New Yorkers. The program currently operates in the 40<sup>th</sup> and 75<sup>th</sup> precincts, two of the GVPTF priority communities.

**Mental Health Workers in Family Shelters** – Improve the availability of mental health professionals and strength-based, trauma-informed wellness supports and preventive interventions to all families with children in shelters.

**Substance Abuse Treatment for People in DOC Custody** – Offer incarcerated individuals struggling with substance use with cognitive behavioral therapy, motivational interviewing, substance use education, peer support groups, relapse prevention groups, and post-release substance use services.

**Trauma Informed Services to Reduce Violence in NYC Jails** – Improve access to trauma-informed services to people in NYC jails through expanding the Social Work Unit and need-based programs, and improving continuity of care

**Digital-Mental Health** – Launch a Digital-Mental Health program for NYC youth that leverages virtual telehealth services to increase access to mental health supports and minimize barriers to use. These services will be advertised in schools and seek to destigmatize the need for mental health support.

**Clubhouse Expansion** – Increase clubhouse capacity across the five boroughs to connect residents with serious mental illness (SMI) to social supports, education/employment opportunities, and community-based pathways to recovery and well-being.

**Overdose Prevention Centers (OPCs)** – Optimize and expand overdose prevention and harm reduction services and centers in the six precincts. OPC services are a proven public health intervention to reduce overdose deaths.

**Gun Violence Fatality Review Committee** – Launch a team to conduct analyses of gun-related fatalities (including suicide) to strengthen policy and investment, and better coordinate implementation of agency specific recommendations, services, and cross agency data sharing.

## LEADING AGENCIES

Department of Youth & Community Development

Department of Health and Mental Hygiene

Health + Hospitals

Department of Homeless Services

Department of Correction

Office of the Chief Medical Examiner

Mayor's Office of Community Mental Health

New York City Fire Department

## STRATEGY 7: COMMUNITY & POLICE RELATIONS

Cultivate strong **relationships of mutual trust** between police agencies and communities to **maintain public safety** and ensure effective policing so that neighborhoods are safe, thriving, and free of gun violence.

WHAT WE'VE HEARD	KPIs
<p>NYPD's relationship with community youth needs to improve significantly.</p> <p><b>“Engage with the youth and neighborhood - getting to know one another”</b> – Grand Concourse resident (pct. 44)</p> <p>Safer spaces are needed for young people to report crimes.</p> <p><b>“There is a mentality among youth that prevent them from snitching”</b> – Brownsville resident (pct. 73)</p> <p>Youth need paid opportunities to inform and guide policing in their community.</p> <p><b>“Young people need to be exposed to the police force as assets and contributors to our community workforce”</b> – Wakefield resident (pct. 47)</p> <p>Gun safety education needs to begin early.</p> <p><b>“Teach and talk to young people about gun violence”</b> – Morrisania resident (pct. 42)</p> <p>Building credibility will take visible partnerships with credible messengers.</p> <p><b>“Finding ways to meet the community where they are and connecting to the community”</b> – Port Morris resident (pct. 40)</p>	<ul style="list-style-type: none"> <li>• Decrease in the number of Civilian Complaint Review Board (CCRB) complaints</li> <li>• CCRB complaint outcomes</li> <li>• Increase in the percentage of residents who feels safe from crime in neighborhood</li> <li>• Increase in the percentage of residents who trust law enforcement</li> <li>• Decrease in the number of shooting incidents</li> <li>• Decrease in the rate of assault hospitalizations per 100,000 residents</li> </ul>

## WHAT YOU'LL SEE

**Neighborhood Safety Alliances** – Expand resources for the Neighborhood Safety Alliances in the GVPTF priority communities to provide a platform for neighborhood safety co-design and planning, create regular opportunities for collaboration and relationship-building between the community and local police precincts on neighborhood public safety strategies, and monitor implementation of the GVPTF Neighborhood Safety Action Plan.

**People's Police Academy** – Commission community partners to create training experiences for new NYPD recruits to improve their understanding of the neighborhoods where they will serve.

**Community CompStat** – Provide opportunities for community stakeholders to review public safety data and openly discuss issues of concern.

## LEADING AGENCIES

Police Department

Department of Youth & Community Development

# Moving Forward: Governance, Accountability and Implementation

## TASK FORCE GOVERNANCE

The Gun Violence Prevention Task Force is led by Co-Chairs First Deputy Mayor Sheena Wright and AT Mitchell, founder of Man Up! Inc. Lemuria Alawode-El, Senior Advisor to the First Deputy Mayor, is the lead facilitator for the Task Force.

The strategies outlined here, which are anchored in bringing to action the Blueprint to End Gun Violence by addressing upstream factors, depend on focused cross-agency collaboration and community partnership to be effectively implemented. Because of this, the Task Force is organized around bringing city leadership and community partners together regularly.

The Gun Violence Prevention Task Force's implementation is governed by stakeholders from communities and government. Each prioritized precinct/neighborhood has a Precinct Working Group (PWG), composed of local providers and agency staff, who meet regularly to provide oversight of local initiatives. Each PWG is coordinated by a full-time Department of Youth and Community Development (DYCD) Office of Neighborhood Safety (ONS) Initiative Manager, who also supervises the management of initiatives and implementation of the strategies within their respective precinct. Initiative Managers report to the Executive Director of DYCD's ONS, who oversees the implementation of initiatives across all priority precincts. ONS's Executive Director reports to DYCD's Commissioner and collaborates closely with the First Deputy Mayor's Office on Task Force supervision and implementation. The Task Force meets regularly to bring together City agency leaders and community partners.

As part of the effort to strengthen implementation of the plan, the co-chairs are inviting more community representation through the creation of a Neighborhood Safety Alliance. Residents of the six precincts identified in this plan will have an opportunity to participate actively in the community wide implementation of this plan.

## ACCOUNTABILITY

To make these strategies a reality, the Task Force recognizes the need to hold every stakeholder accountable to each other. Three pillars hold together this commitment to accountability:

- **Partnership.** City agencies and communities operate as equal partners with the objective of bringing these strategies into action. To do this, the City and the communities stay in close contact for progress updates.
- **Continuous Improvement and Communication.** At the same time, this partnership facilitates the feedback loop between City and Community. This loop allows to constantly reassess programs' implementation and outcomes, improve how agencies have eyes and ears on the ground, and provide opportunities for community stakeholders to continue engaging.



- **Clear expectations.** Each of the strategies outlined above has a clear “what, who, and by when”. Additionally, this plan sets criteria and KPIs for assessment of implementation.

As these systems are created, we look forward to hearing your ideas and questions. **We can be reached at:** [gvptf@cityhall.nyc.gov](mailto:gvptf@cityhall.nyc.gov)

## IMPLEMENTATION

The Task Force will use a three prong strategy for tracking implementation and ensuring success of all strategies.

## COMMUNITY COMPSTAT

Starting in July 2023, a series of precinct level meetings will be organized, where precinct commanders will convene with community stakeholders to collectively address the pressing issue of gun violence. These meetings, known as Community CompStat meetings, will be specific to the six targeted precincts, ensuring a focused approach to tackling gun violence at the local level. They will serve as a platform to track and measure progress within these precincts, while also providing an opportunity for community stakeholders to review public safety data and engage in discussions regarding concerns specific to their respective neighborhoods.

Precinct commanders, traffic sergeants, and youth commanding officers from these six precincts will periodically gather with partner agencies that offer services directly aligned with the challenges faced by the NYPD in maintaining public safety. These agencies may include those responsible for sanitation, buildings, parks, and more. Together, they will analyze CompStat's gun crime data within the targeted precincts, identifying hotspots of gun incidents based on the shots fired map and other available gun-crime data. By examining the underlying challenges contributing to these events, the agencies will collaborate to develop effective strategies tailored to the needs of each precinct.

In addition to the regular meetings, semiannual gatherings will be organized, inviting residents and other individuals who have a vested interest in the well-being of the community and its surrounding areas. These meetings will specifically focus on the concerns and issues faced by the six targeted precincts. Participants will have the opportunity to discuss their precinct-specific concerns, establish common goals, and hold the involved agencies accountable for the work they have committed to undertake in order to collectively reduce gun violence incidents within their precincts.

Community members have expressed a strong desire to foster deeper collaboration between the police and Crisis Management System groups. The Task Force overseeing these initiatives will ensure that the Community CompStat meetings facilitate open dialogue and build trust between community stakeholders and the NYPD, ultimately enhancing neighborhood security in the targeted precincts.

## **COMMUNITY SENTIMENT EVALUATION**

The Task Force will establish a continuous platform for public engagement to learn residents' perceptions of public safety which would then inform City's initiatives and responsiveness to residents' needs. Community engagement delivers powerful and important insights into what communities want and need, very specific neighborhood challenges, and community-driven solutions to address them. In this initiative, NYPD will focus primarily on public safety perception with the ability to analyze data by neighborhood and by community. Data from regular community surveys administered to NYC residents by way of their chosen social media platforms will be digested in a real-time data dashboard managed by the Office of Neighborhood Safety (DYCD) and the NYC Chief Engagement Officer. This will inform law enforcement performance, reduced crime, and increased public perception of safety. By making the data dashboard public, the NYPD will increase transparency, which will lead to increased trust, community/police collaboration, and safer communities.

## **MULTI-LEVEL KEY PERFORMANCE INDICATORS**

Implementation and success will be tracked by both short-term process metrics and longer-term outcome indicators. Performance management will be conducted through 1) Citywide and neighborhood level metrics directly related to gun violence and key indicators for upstream determinants of gun violence, 2) Key Performance Indicators for each strategy, and 3) implementation indicators for every action and initiative. Performance management at all three of these levels will ensure investments are implemented as intended and result in meaningful impact in the community.

CATEGORY	INDICATORS
<b>Gun Violence Prevention Task Force Key Success Indicators</b>	<ul style="list-style-type: none"> <li>• Number of people shot</li> <li>• Shooting incidents</li> <li>• Number shots fired</li> <li>• Rate of assault hospitalization per 100,000 residents</li> <li>• Percentage of residents who feels safe from crime in neighborhood</li> </ul>
<b>Early Intervention</b>	<ul style="list-style-type: none"> <li>• Increase in English Language Arts (ELA) and Mathematics scores</li> <li>• Decrease in school safety incidents</li> <li>• Increase in percentage of students reporting feeling safe</li> <li>• Decrease in chronic absenteeism</li> <li>• Increase in percentage of students who have met standards for College and Career Readiness out of 9th grade cohort</li> <li>• Increase in credit attainment</li> <li>• Increase in graduation</li> <li>• Increase in connections to careers and postsecondary education</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Number of affordable units financed</li> <li>• Number of affordable units completed</li> <li>• Increase in number of people released from DOC custody who gain admission into reentry housing</li> <li>• Decrease in the waitlist for re-entry housing</li> <li>• Increase the number of families moved from shelter to permanent housing</li> <li>• Percentage of homes with maintenance defects</li> </ul>
<b>Navigation &amp; Benefits</b>	<ul style="list-style-type: none"> <li>• Increase in number of referrals to benefits enrollment and renewals</li> <li>• Increase in number of existing clients enrolled in new benefits</li> <li>• Increase in number of children aged 0-5 living in shelters that are enrolled in childcare</li> <li>• Increase in number of eligible families with children in shelter enrolled in Public Assistance</li> </ul>

CATEGORY	INDICATORS
<b>Community Vitality</b>	<ul style="list-style-type: none"> <li>• Increase in the percentage of residents within walking distance of a park</li> <li>• Number of vacant lots and abandoned homes</li> <li>• Increase in the number of schools providing expanded family services</li> <li>• Increase in amount of investments in capital improvements to neighborhood parks and recreation centers</li> <li>• Increase in the number of trees planted along streets</li> <li>• Increase in street cleanliness ratings</li> <li>• Increase in the number of individuals served by senior center programs</li> </ul>
<b>Employment &amp; Entrepreneurship</b>	<ul style="list-style-type: none"> <li>• Increase in the number of vacant positions with the City fill by residents from the priority communities</li> <li>• Increase in the number of resident entrepreneurs and small business owners</li> <li>• Decrease in the unemployment rate (16+)</li> <li>• Decrease in the percentage of families below the NYC poverty line</li> <li>• Increase in the number of unique businesses opened with assistance from SBS</li> <li>• Increase in the number of NYCHA youth placed in jobs through youth employment programs</li> <li>• Increase in the percentage of NYCHA residents placed in employment-linked job training programs</li> </ul>

CATEGORY	INDICATORS
<b>Trauma Informed Care</b>	<ul style="list-style-type: none"> <li>• Decrease in number of residents hospitalized for mental health disorders or crises</li> <li>• Increase in number of residents served by mental health crisis response</li> <li>• Decrease in percentage of residents who need mental health treatment but don't receive it (waiting lists, unresponded to calls for crisis response)</li> <li>• Decrease in the number of residents per 100,000 people who are incarcerated</li> <li>• Increase in the number of youth served by Atlas program</li> <li>• Increase in the number of residents served by the Tenant Support Unit of PEU</li> <li>• Decrease in the number of residents per 100,000 people ages 16+ who are incarcerated</li> </ul>
<b>Community &amp; Police Relations</b>	<ul style="list-style-type: none"> <li>• Decrease in the number of Civilian Complaint Review Board (CCRB) complaints</li> <li>• CCRB complaint outcomes</li> <li>• Increase in the percentage of residents who feels safe from crime in neighborhood</li> <li>• Increase in the percentage of residents who trust law enforcement</li> <li>• Decrease in the number of shooting incidents</li> <li>• Decrease in the rate of assault hospitalizations per 100,000 residents</li> </ul>

