

**Collaborating  
to Deliver  
Results**

# MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



## PARTNER AGENCIES & OFFICES

In July 2014 the de Blasio administration launched the Mayor's Action Plan for Neighborhood Safety (MAP) to reduce violence and make neighborhoods safer in and around 15 New York City Housing Authority (NYCHA) developments that have experienced some of the highest crime rates in the City. The initiative brings together neighborhood residents and government agencies to reduce crime by investing in people, places and networks. MAP is overseen by the Mayor's Office of Criminal Justice (MOCJ).

In its first year the MAP strategy brought physical improvements, such as lighting and the removal of miles of shedding; expanded opportunities for work and play, with the extension of community center hours for the first time in 30 years; and police/resident joint problem solving. The results are promising. Between Fiscal 2014 and Fiscal 2015 New York City saw a 6.9 percent decrease in violent crime, and violent crime in the 15 MAP developments dropped by 11.2 percent. Crime Lab New York—a group of criminologists, economists and other urban policy experts—assessed the impact of the first year of the initiative by comparing the 15 MAP sites to a matched set of developments elsewhere in the City that had experienced similar levels of criminal activity. The analysis estimated that MAP sites experienced a five percent reduction in felony crime that would not have occurred absent the MAP interventions.

In its second year MAP is using research from leading crime prevention experts and input from over 500 NYCHA residents to devise more targeted strategies within the model of "People, Places and Networks." The initiative will focus on supporting people by reducing chronic disadvantage, activating and encouraging vibrant public spaces and strengthening neighborhood cohesion and networks through improved resident engagement. The ultimate goal is to refine a scalable, effective model for strengthening neighborhoods to reduce crime citywide.

## PEOPLE

MAP is working to support people by reducing chronic disadvantage. Following widely accepted studies that show access to resources reduces crime levels, MAP has focused on public benefits enrollment and employment opportunities. From July through October 2015:

- The Department of Youth and Community Development (DYCD) provided jobs to nearly 850 youth from the 15 MAP developments through the Summer Youth Employment Program.
- At all 15 MAP sites, the Human Resources Administration (HRA) fully implemented weekly "office hours" for appointments and walk-ins to help inform and connect eligible residents to benefits such as Supplemental Nutritional Assistance Program or cash assistance. By increasing access to services, 600 people were connected to benefits in the first four months of Fiscal 2016, compared to 294 in all of Fiscal 2015.

Moving forward, MAP is focused on establishing permanent employment programs to provide relief from economic distress. For instance, residents and agencies will partner to reduce the disadvantage divide through employment and pathways to jobs. These opportunities will be targeted towards at-risk youth and young adults ages 14 to 24, who comprise the majority of victims and arrestees at MAP sites.



DFTA

DOP

DPR

DYCD

HRA

NYCHA

NYPD

Center for  
Economic  
Opportunity

Mayor's Office  
of Criminal  
Justice

Mayor's Office  
to Combat  
Domestic  
Violence

## PLACES

Guided by research showing that the physical environment can inhibit or encourage crime, MAP has also worked to create and activate vibrant public spaces in the 15 developments. From July through October 2015:

- The Department of Parks and Recreation's (DPR) Kids in Motion program gained in popularity with parents and young people. Kids in Motion, which provides fun physical activities to get young people off the couch and into playgrounds, attracted nearly 50,000 youth, over 10,000 more than in all of Fiscal 2015.
- MAP continued to build on the significant investment it has made in security enhancements at the 15 developments. In this reporting period, 934 feet of non-construction sidewalk shedding were removed, and construction on permanent exterior lighting launched at three sites: Polo Grounds Towers, Bushwick Houses and Boulevard Houses.

In the next six months, resident stakeholder groups will also begin training in Crime Prevention through Environmental Design (CPTED). Residents and City agency partners will use CPTED to identify and convert "hot spots" of crime into "cool spaces"—that is, safe community gathering areas—by adding social activities and targeted design improvements, such as public art, gardens or activities for youth.

## NETWORKS

In socially cohesive neighborhoods with shared expectations people look out for each other and keep streets safe. Neighborhoods with strong internal and citywide trusted networks experience a collective efficacy that helps lower crime rates and move people out of poverty. MAP aims to build sustained, trusting cross-sector relationships between individuals, police, government agencies and community-based organizations (CBOs).

To continue to improve relationships between neighborhoods and police, in August 2015 the Police Department (NYPD) reintroduced Neighborhood Community Officers (NCOs) to the 15 MAP developments. NCOs build trust by working cooperatively with residents to address neighborhood concerns. NCOs have flexible hours to participate in community meetings and conduct wellness visits to crime and accident victims to ensure their safety. This enables NCOs to develop relationships with residents and help connect residents to services.

MAP has also laid the groundwork for community engagement aimed at strengthening neighborhood cohesion. 90-day "Action Labs" brought together residents, agency partners, NYPD and CBOs to work together on a series of projects—for example, creating murals to enhance the lobbies of each building at the St. Nicholas Houses, and producing a showcase to highlight the wealth of talent at that development.

Expanding on the work of the Action Labs, NeighborhoodStat will bring residents and agencies together to identify key public safety issues within the MAP developments and work to develop solutions based on combined expertise. This will include reviewing data and tracking outcomes to ensure that the City and its residents are able to evaluate progress in real time and deliver results. NeighborhoodStat will launch in Fiscal 2016.

Finally, key to this formation of a strong sense of community cohesion is a coordinated way for communities, police and government to respond to violent crime. In Fiscal 2016, MAP will introduce a shooting response tool kit to empower community stakeholders with a shared strategy to intervene, prevent and respond to crime in their neighborhood. The tool kit will include guides and other resources to help community members hold events (such as community meetings) and appropriately use existing interventions (such as mediation programs) to address shootings.

Agency/Office	Indicator Name	FY15 Actual	July – Oct. 2015 (FY16) Actual	FY16 Target
<b>People</b>				
DOP	Participants enrolled in the NextSTEPS youth mentorship program	255	87	200
	Participants who positively exit the NextSTEPS program (%)	NA (9 month program started in January 2015)	42%	40%
DYCD	MAP Summer Youth Employment Program (SYEP) participants	992	841	850
CEO	NYCHA youth enrolled in Work Progress Program (WPP) <sup>1</sup>	218	52	*
HRA	Individuals connected to benefits	294	600	1,000
	Appointments to connect individuals with benefits	409	910	1,500
<b>Places</b>				
DPR	Kids in Motion program participants across MAP sites	38,292	49,389	35,000
DYCD & NYCHA Community Centers	ShapeUp participants across MAP sites	1,487	1,500	1,400
NYCHA	Permanent lights installed	NA	0	1,193
	Layered access projects completed (repairing and adding additional security to development entry and access points)	NA	0	18
	Cameras installed (closed circuit television)	47	0	468
	Non-construction scaffolding and shedding removed (feet)	10,252	934	934
<b>Networks</b>				
OCDV	Healthy Relationship Academy workshops held	NA	21	50
	Residents linked to Domestic Violence Response Team (DVRT) Specialists	90	31	100
	Community outreach events	NA	198	400
DFTA	Grandparent support group participation	670	567	1,500
	Seniors engaged at public events	3,561	3,069	3,000
	Intake meetings to connect senior residents with information, assistance and referrals	57	28	300

<sup>1</sup> The data reported for WPP represents a subset of total youth served by WPP who live in NYCHA residences across the city, including but not limited to youth from the 15 MAP developments. WPP providers recruit from a combination of developments and also within the larger New York City community.

<b>CRIME STATISTICS IN THE 15 DEVELOPMENTS</b>			
	<b>July 1 — October 31</b>		
<b>Number of Incidents</b>	<b>FY15</b>	<b>FY16</b>	<b>% change</b>
Violent crime	205	208	1.5%
Total index crimes	294	292	-0.7%

Source: NYPD

The seven index crimes are murder, rape, robbery, felony assault, burglary, grand larceny and grand larceny auto. Violent crimes include murder, rape, robbery and felony assault.

# PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**  
Butler  
Castle Hill I and II  
Patterson
- **MANHATTAN**  
Polo Grounds  
St. Nicholas  
Wagner
- **BROOKLYN**  
Boulevard  
Bushwick  
Ingersoll  
Red Hook E and W  
Tompkins  
Van Dyke I and II
- **QUEENS**  
Queensbridge I and II
- **STATEN ISLAND**  
Stapleton



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA: The Fiscal 2015 number of ‘Cameras installed (closed circuit television)’ was revised to reflect MAP-funded installations. The Fiscal 2016 target for ‘Non-construction scaffolding and shedding removed (feet)’ was adjusted to cover the 15 MAP developments specifically. The ‘Temporary light fixtures placed’ indicator was retired because work has been completed.
- OCDV: The ‘Participants in Healthy Relationship Academy workshops’ indicator was replaced by ‘Healthy Academy workshops held.’ ‘Community outreach events’ has been added and tracks meetings or events with elected officials, CBOs and community members and events where materials are distributed to community members. The Fiscal 2016 target for ‘Residents linked to Domestic Violence Response Team (DVRT) specialists’ was adjusted to align with the annual level of reported intimate partner violence in MAP developments per NYPD data; this indicator also supersedes the indicator ‘Residents identified as high risk and linked to services,’ which has been removed.
- MOCJ indicators listed in the Fiscal 2015 Mayor’s Management Report were removed. ‘Neighborhoods where action labs held’ has been deleted as Action Labs have been discontinued. New community resilience-related indicators are being developed consistent with the “People, Places and Networks” framework.
- The names of several indicators have been revised: ‘MAP Summer Youth Employment Program (SYEP) participants’; ‘Individuals connected to benefits’; ‘Kids in Motion program participants across MAP sites’; ‘Residents linked to Domestic Violence Response Team (DVRT) Specialists’ and ‘Intake meetings to connect senior residents with information, assistance and referrals.’ Data values were not affected.
- In the Fiscal 2015 Mayor’s Management Report, violent crime in the 15 MAP developments was reported to have dropped by 11.4 percent compared to Fiscal 2014. The corrected figure, cited in this chapter, is 11.2 percent; the prior figure was based on preliminary data.