

CITY COUNCIL  
CITY OF NEW YORK

----- X

TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON JUVENILE JUSTICE - COMMITTEE ON PUBLIC SAFETY, COMMITTEE ON PUBLIC HOUSING  
----- X

April 28, 2014  
Start: 01:12 p.m.  
Recess: 04:54 p.m.

HELD AT: 250 Broadway - Committee Rm,  
14th Fl.

B E F O R E:

VANESSA GIBSON  
Chairperson

FERNANDO CABRERA  
Co-Chair

RITCHIE J. TORRES  
Co-Chair

COUNCIL MEMBERS:

ROBERT E. CORNEGY, JR.  
CHAIM M. DEUTSCH  
RAFAEL L. ESPINAL, JR.  
JULISSA FERRERAS  
VINCENT J. GENTILE  
RORY I. LANCMAN  
STEVEN MATTEO  
RITCHIE J. TORRES  
JAMES VACCA  
JUMAANE D. WILLIAMS  
MARIA DEL CARMEN ARROYO

## A P P E A R A N C E S (CONTINUED)

## COUNCIL MEMBERS CONTINUED:

INEZ D. BARRON

LAURIE A. CUMBO

ROSIE MENDEZ

DONOVAN J. RICHARDS

JAMES G. VAN BRAMER

[gavel]

CHAIRPERSON GIBSON: Good afternoon

everyone. I am Councilwoman Vanessa Gibson and I'm proud to serve as the Chairwoman of the Public Safety Committee and I'm honored and blessed to be joined today by my two co-chairs, our Chair of the Committee on Juvenile Justice Council Member Fernando Cabrera as well as our Chair on the Committee on Public Housing Council Member Ritchie Torres. And I must first say that it's really a distinctive honor to be joined by two fellow Bronx colleagues and we are all here leading this wonderful hearing today. And it is also very distinctive that today happens to be Bronx day in Albany upstate. We have a group of state legislatures that are celebrating Bronx's businesses up in the capital and really promoting opportunities in the Bronx. So I'm officially saying today is Bronx day at City Council. But truly delighted to be here and today we will discuss the issue of operation Crew Cut and the violence in our city and learn about the NYPD's Crew Cut Program and other strategies that are aimed at taking New York City's most violent

criminals off of our streets. In 2011 approximately one-third of all shootings citywide were committed by youth gangs commonly referred to as crews.

Unlike the national gangs that we know, the Bloods and the Crips these crews are small informal groups of young teenagers and adults that are centered around specific blocks, communities, and/or public

housing developments. As a result most of the

violence that has occurred amongst these crews

stems from territory or turf wars and different

disputes. In response to the increased violence

caused by these crews the NYPD created Operation

Crew Cut in the fall of 2012. Today we will learn

more about the particulars of NYPD's operation Crew

Cut and its impact. But I would like to just take a

quick opportunity to personally commend the New

York Police Department for all of its commitment

and efforts particularly for the 50.6 percent

decrease in homicides amongst our youth aged 13

through 21. Operation Crew Cut has clearly had

positive impacts citywide thus far and it has

recently touched upon the lives of those living in

my particular district in Council District 16 of

the Bronx. Just about a month ago the NYPD in

conjunction with our special narcotics prosecutor  
 Bridget Brennan took down 10 members of the 280  
 crew who terrorized the entire Marsania [sp?]  
 section of the Bronx and brazenly bragged about  
 their criminal exploits on social media. The people  
 of the Bronx are extremely grateful to have these  
 bad apples off of their streets and we are truly  
 hopeful that this news will deter many young adults  
 from getting involved in these types of crews.  
 We're also hopeful that we as a collective city  
 will be able to locate and rehabilitate so many of  
 our teens that have recently joined these crews.  
 Unfortunately we know that there is so much work  
 that remains to be done on all of these fronts. And  
 I'm extremely sure that my co-chairs and my fellow  
 colleagues in the city council under the leadership  
 of our speaker Melissa Mark-Viverito and our new  
 Mayor Bill de Blasio we will truly high, highlight  
 this and many issues when we speak about the recent  
 uptakes and increases in crimes at our public  
 housing complexes. And the need to have proper  
 tactics in place for handling many of the crew  
 involved youths both before and after they find  
 themselves in police custody. And with that I want

2 to thank each and every one of you for being here  
3 today and many of our guests. And now I will turn  
4 over this public hearing to my first co-chair Chair  
5 of Juvenile Justice Council Member Fernando  
6 Cabrera.

7 CHAIRPERSON CABRERA: Thank you Madam  
8 Chair. Thank you so much for convening this  
9 hearing. And good afternoon and welcome to today's  
10 joined oversight hearing... the New York Police  
11 Department's Operation Crew Cut and clan reduction  
12 strategies for the city, for the New York City  
13 Housing Authority. I am Council Member Fernando  
14 Cabrera Chair to the Juvenile Justice Committee. I  
15 would like to thank Council Member Gibson, Chair of  
16 the, to the Public Safety Committee and Council  
17 Member Torres, Chair to the Committee of Public  
18 Housing for holding hearing today on this very  
19 important topic. All of us in this room understand  
20 that the decision to lock up any youth pending  
21 trial appose adjudication can have serious negative  
22 consequences as it can stigmatize youth and can  
23 cause major disruption to their lives. Youth who  
24 enter the juvenile justice system on serious  
25 charges generally face bleak outcomes and over 90

percent of those detain in an our city's detention facility are juveniles of color. In fact research shows that most active street crew members are black and Latino youth ages 14 to 25 although membership can start much earlier with children as young as eight years old joining. Furthermore most of the city's core involve youth come from low income neighborhood and underperforming schools which further compounds a success for reintegration back into the community. At today's hearing the committee will like to examine how NYPD coordinates if at all with ACA's division of youth and family justice when youth have been identify as gang affiliated. The committee will also like to learn more about NYPD's effort to prevent young people from joining street crews including its effort to educate parents and school personnel about crew membership. And I also would love to hear about how, are we involving fathers. I believe that it's a big piece that is often missing in this young people's lives. Additionally I will like, I look forward to finding out how Operation Crew Cut has increased the safety of New York City resident as well as whether the Department helps, finds youth

appropriate services after arrest. I would like to thank representatives of the administration for being here today and will like to turn the microphone over to Chair Torri [phonetic] for his opening remarks. But before I do that I want to personally thank the NYPD, all of the law enforcement and those working in the, in the justice for the great work that you do. I think it's amazing what you have been able to do... last years in turning crime down. And we're looking forward to, to continue making New York City the safest largest city in the United States.

CHAIRPERSON TORRES: Good afternoon and welcome everyone. As my fellow Chair mentioned I'm Council Member Ritchie Torres and I chair the committee on public housing. It's been reported that since 2009 major crimes have gone up by 31 percent in NYCHA public housing. But it's hard to really understand what that number means without having something to compare it to. So let's do, do this. Let's pretend for a moment that NYCHA is a city unto itself. More than 400 thousand people live in NYCHA public housing right now. So if NYCHA were a city it would be about the size of Miami, or



Oakland, or Minneapolis. In other words NYCHA would be a big city. So let's compare the increase in major crimes at NYCHA to the increase in other big cities. There are about 280 big cities, cities that have 100 thousand people or more in the United States. And the FBI tracks crime statistics for all of them. If we took all 280 of those cities and we put them in order based on how much their major crimes have gone up since 2009 with the biggest increases on the top and the smallest increases on the bottom where do you think NYCHA would fall. The answer is out of 280 big cities around the country NYCHA would rank fourth. The city of NYCHA would have experienced the fourth highest increase in major crimes in the country. Now I think I speak for everyone when I say that I'm alarmed by that number. And I'm alarmed that the increase in major crimes at NYCHA is ten times higher than the increase in the rest of New York City. And I'm especially alarmed when I hear that many of these crimes are being committed by kids, some as young as eight years old. To me this is a sign that we are failing. The goal of public housing is to make homes that are affordable and safe for lower income

families. And right now we are not fulfilling that goal. And by we I mean all of us. Today we're going to hear about the steps that the NYPD and NYCHA are taking to deal with the rise in crime, particularly the rise in youth crime. We're going to hear about the progress made by Operation crew Cut and by the District Attorney's intelligence driven prosecution program. But it's important to remember that crime isn't just a problem for the police and the housing authority to solve. They can employ better policing strategies. They can put more officers in public housing, do more patrols, install more cameras. And while that will certainly help there isn't a camera in the world that keep a kid from joining a street crew. We all have a role to play in dealing with this issue, the elected officials, the advocates, the families living in public housing and the community at large. So we all have to own this problem. So today I don't want us to think about just what the NYPD and NYCHA are doing about the rising crime. I want us also to think about what we can do to help. With that said I'd like to thank everyone for coming and I'll turn things back over to my fellow Chair.

2 CHAIRPERSON GIBSON: Thank you very much  
3 co-chairs council members Cabrera and Torres. And  
4 again we are truly thankful for your presence here  
5 today and we hope that at the end of this  
6 conversation this will certainly continue to be a  
7 collaborative partnership. We know Crew Cut has  
8 been very successful. We're very alarmed at the  
9 growing increase in violence in NYCHA across the  
10 city. So I'm certainly delighted that we're here  
11 and I want to acknowledge my fellow council  
12 colleagues who are here. We have Council Member  
13 Maria Del Carmen Arroyo of the Bronx, Council  
14 Member Rory Lancman of Queens, and Council Member  
15 Steve Matteo of Staten Island who have joined with  
16 us today. And I also want to make sure, can't  
17 forget the staff that just works so hard to make  
18 these hearings possible. I want to acknowledge the  
19 staff for each of our committees; Carmine Juga  
20 [sp?], Salvador Arrona [sp?], Wesley Jones [sp?],  
21 William Hangash [sp?], Edward Atkin [sp?], Gierrmo  
22 Patino [sp?], Jose Khandi [sp?]. And with that no  
23 other Council Members we have our first guest today  
24 and I want to thank you for being here our  
25

2 Manhattan District Attorney Cy Vance. Thank you for  
3 joining us and you may begin.

4 D.A. VANCE: Madam Chairwoman thank you  
5 very much for having me here and to the other  
6 chairs of the committee. It is a real opportunity  
7 for us to address some of the issues that concern  
8 all of us living in the city, how do we deal with  
9 crime in our communities, particularly youth crime.  
10 I'm, I'm joined today at, to my right by Carrie  
11 Cohen. Carrie is a career assistant District  
12 Attorney in our office and runs what we call the  
13 crime strategies unit about which I'll speak in a  
14 moment. Let me start by extending my thanks too.  
15 The achievements that this city has seen I think  
16 they are great achievements over the last four  
17 years certainly are in great measure due to the  
18 phenomenal work in the NYPD. And I want to thank  
19 them along with others who have thanked them to  
20 date for all that they do. Also the Special  
21 Narcotics Prosecutor from whom we'll be hearing  
22 later on, another great partner. But I think what I  
23 believe is one of the unspoken heroes in the drop  
24 in crime is really the communities and community  
25 leadership around the city of New York. I remember

in the 80s, I remember when I was a prosecutor here we... Every year crime seemed to get worse. And I think as a communities we actually expected it to get worse and it did. But I think there was a change in this city. And I think in large parts it's a result of the communities deep involvement and concern over these issues that every year over the last few years the community expects crime to be decreased, to have law enforcement employ more effective strategies to decrease it. And I think generally speaking that has been the result. Now I took over the District Attorney's Office in 2010. That year we had 70 homicides in Manhattan. I just finished my first term and at the end of 213, 2013 we had 39 homicides in Manhattan. It makes me remember what it was like in the 1980s when we had, five, 500 homicides in just for Manhattan alone. But despite the, despite the success we've had in the first four years 2009 to 2013 in one sense those statistics are not particularly meaningful to the families of victims who have been killed notwithstanding the decline in crime generally. And so what I want to spend some time talking to you about is how we as a DAs office think about

enforcement and crime prevention. Because I think in the modern world of law enforcement the goal is to drive crime down on a sustained basis, not to count the numbers of convictions a prosecutor gets to the office but are the strategies that we are using actually working to drive crime down over time. And I think increasingly that they are. Let me begin by just saying that our office as a prosecutor's office has always been very very effective in terms of dealing with the high volume of crimes that we typically get in our office. And when I was a young assistant in the 1980s when there were 500 homicides we were very efficient and very good at processing cases. But we weren't as good in those days as understanding the, the relationship between actors in our criminal justice system that a witness might be a critical witness in another case in the office or that the defendant in one case might be a critical witness in another case in the office. You could have for example two young assistant district attorneys from different trial boroughs within our office trying gang cases in adjacent court rooms but not know that we had two cases ongoing for trial with the same gang

members. When I became DA in 2009 my goal was to try to find out how as the Manhattan DAs office, can we do things better, more efficiently, and more effectively to drive crime down. Because my goal has been not just to prosecute cases but also to drive crime down. What we did in 2010 in the first months of our administration was to create what is called the crime strategies unit. And the crime strategies unit, the first of its kind that we believe occurred in the nation was focused Madam Chairwoman and members of the council focus not just on the charge of a case but who was the person being charged. A person who is charged with a misdemeanor but who has an extensive criminal background that's a case that shouldn't be lost in the 100 thousand cases that come through the DAs office each year. So we needed to focus on who the crime drivers were and make sure that every time they came into our system, even if it was a minor case, a misdemeanor case that the assistants in our office would be alerted and they could treat that case more carefully. And over the four years that's exactly what we have done to make sure that the crime drivers throughout Manhattan are treated more

seriously and as seriously as possible when they are arrested. Secondly obviously we needed to understand where crime was occurring, so called hot spots. And crime strategies unit, what, what it was, enabled us to do was to start to gather in the District Attorney's Office intelligence and information that had previously been scattered on the legal pads of 500 Assistant District Attorneys at the end of cases and never collected in order that the office might better understand what was going on in crime around Manhattan and share that information. The crime strategies unit helped us do that. Simply put it divides Manhattan into five separate zones. Each zone has a senior assistant district attorney assigned to it along with an intelligence analyst and it is the job of that assistant district attorney working with the police and the community to make sure we are understanding block by block, building by building, neighborhood by neighborhood who's driving crime in the community and making sure that we have a strategy to dismantle that operation and particularly it's been effective in the area of gang and youth violence. As an example what I'd like you to do is



to take a look, if the members of the council would, with the handout that we have provided to the council members which is entitled intelligence driven prosecution. And the point of intelligence drive prosecution is to make sure that everything we do as a DAs office is designed specifically to gather intelligence to make sure that we are reducing crime in the long run. In this, in this hold out, handout we focus specifically on two of our most violent precincts in Manhattan and how our strategies working with the NYPD have reduced crime in those zones. If you turn please first to page four of the handout you'll see that in the 23<sup>rd</sup> precinct between October of 2009 and April of 2013 we had a number of nonfatal shootings, 46, we had seven homicides and we had 17 shots fired in that time period. As we begin to understand what's behind these shootings it, it became evident to us through the investigation that what we really had was three gangs; AIO, TMG, and Hodeg [sp?] fighting each other in eastern, in the eastern part of Manhattan really over nothing more than turf. And they were using as their centers of operation, the Taft Houses, the Johnson Houses, and the Lehman

Houses. And was obviously important for us as the Manhattan DAs office to then develop a, develop a pattern and, and an investigation that would dismantle these gangs. If you turn to the next page, page five the same type of situation was occurring in the 25<sup>th</sup> precinct, a subset of that 25<sup>th</sup> precinct we call the stakeholder area. And I'll talk about the stakeholders later. But in this same time period 2009 to April 15<sup>th</sup> of 2013 in this zone we had 29 shots fired incident. We had 40 nonfatal shootings and we had 20 homicides. So from the perspective our office and the crime strategies unit we needed to understand who's causing the shootings and these homicides in this zone and to make sure that we dismantle them. Working with the NYPD beginning in the 2011 time frame we initiated long term investigations. We were able to identify using all the tools in the prosecutors toolbox from court authorized wire taps to interrogation of social media, to interviews on the street to undercover operations we were able to effectively dismantle the gangs operating in each of of those zones. And if you turn to page six I want to refer you to the year after we did the takedown in the

23<sup>rd</sup> precinct. And you'll see on this page six map that we went from seven homicides and a great number of shooting incidents in the succeeding year to two homicides and three non-fatal shootings. The aps are very dramatic when you compare one to the other. Two homicides is too many but our goal is to make sure that all our strategies were designed to interrupt the gangs, dismantle them and make sure that they did not come back. And in the 23<sup>rd</sup> precinct map here I think it demonstrates that working with the NYPD that's exactly what we've been able to do. And in the 25<sup>th</sup> precinct we've, we've enjoyed a similar, similar reduction in crime. If you turn to page seven looking at the 25<sup>th</sup> precinct stakeholder area you'll see again that we went from an extraordinary high number of homicides and shootings to one homicide and three nonfatal shootings in the year following the last takedown of those gangs. Again I have to reiterate that any homicides and any shootings are, are unacceptable. But by helping, by, by, by enabling our office to focus on who as driving the crime and develop gang intelligence and be able to affect efficient gang investigations working with the NYPD

those communities are safer, lives have been saved and I think there is much to celebrate about the focus of our office in the NYPD and the methods that we used to take down violent crime as we are doing in neighborhood by neighborhood all around Manhattan. And as we look at violent crime in Manhattan we must take note of since 2010 homicides are down 43 percent in Manhattan and shootings are down 42 percent. Just in East Harlem the, the maps that I just showed you shootings are down since 2007 76 percent. Now that's what we're trying to, to replicate in every community in our county. And so to the chairs and to the, and to the council members I also understand that the job of affective law enforcement is not just about enforcement it's also got to be about prevention. Because preventative crime is obviously a far better outcome than, than prosecuting one. And with regard to prevention I want to review with you a couple of programs that we are using effectively in order to affect crime reduction in our neighborhoods as part of our prevention strategy. We created the St. Nicholas initiative where we have convened a stakeholder group comprised of our office, the

2 Harlem's Children Zone, NYCHA and the NYPD. We are  
3 partnering at its initial stages to implement a  
4 plan that seeks to make St. Nicholas houses a crime  
5 free zone. The idea is very simple. If you improve  
6 lighting, enhance video surveillance throughout the  
7 development, and control access to the buildings  
8 crimes committed at that development will  
9 significantly decrease. Those people who may be  
10 intending to commit robberies or commit homicides  
11 will view these locations as undesirable and too  
12 risky in which to operate because the locations  
13 will be blanketed by video surveillance making it  
14 increasingly difficult to commit crimes in that  
15 area. The basic message in all our work is to send  
16 message to those who are inclined or do commit  
17 crime committing a crime in these housing  
18 developments is unacceptable, you are going to get  
19 caught and the basic message that we want to send  
20 to the residents of these developments is that we  
21 value your quality of life and it is our  
22 responsibility to do everything that we can to  
23 ensure that your quality of life improves. As part  
24 our initiative in St. Nicholas NYCHA has already  
25 done an exterior lighting assessment and identified

areas where lighting needs to be enhanced. And areas where additional lighting should be installed. Our office working with NYCHA and the NYPD also conducted walkthroughs and identified locations which we call blind spots on the grounds of St. Nicholas where additional surveillance cameras are needed. We are currently working together to facilitate the upgrade of the lighting and the surveillance of the Saint Nicholas houses including one video management system that could be accessed remotely by the NYPD, additional cameras and CCTV. The initiative is also discussed implementing layered access at St. Nicholas. Layered access would enhance how people access the buildings of the development and some of the features include electronic access controlled where residents are issued electronic keys that cannot be duplicated, direct call intercoms, enhanced design that is not easily prone to vandalism and can better withstand high traffic and intelligence systems where all the components of layered access transmit information remotely notifying NYCHA if the door or any device has failed or not operating as it should. We are also members of the council

working actively with the leadership of NYCHA and the NYPD in collaboration to focus on crime reduction in the Paulo Rangle [sp?] houses and that includes both architectural design and other, other enforcement enhancements such as surveillance cameras and lighting and the like. What I'd like to do in the remaining minute is just to focus on some of our strategies are directly designed at keeping kids out of trouble. I would so much rather be as the district attorney in a basketball gymnasium watching kids working together playing sports than I would be as I so often am in a courtroom in the backseat of the courtroom watching kids get sentenced for involvement in serious gang activity. And it was important to me when I took office when we invested and we made a key part of our strategy outreach to the youth in our communities to make sure that we were offering to them as much as possible a safe place to be on Friday and Saturday nights 5:00 to 9:00 p.m. boys and girls age 11 to 18, the day of the week, the hours of those days and the age group that are most at risk in neighborhoods where violence is at its greatest. And so I saw with others in my office that the gym

at the PAL center at 119<sup>th</sup> Street Manhattan,  
 Manhattan Avenue was shuttered on Friday and  
 Saturdays because they didn't have munding  
 [phonetic], money to open the gym. That made no  
 sense to me and along with the NYPD and DEA we  
 started to fund and host terrific sports programing  
 and particular basketball at the Manhattan Center  
 hiring a group called Pro Hoops who train pros to  
 be better players and who train college ball  
 players to become pro players. The sports  
 programming is exceptional and that's the key. But  
 when you provide exceptional sports programming to  
 kids at these hours and at these locations what  
 you're going to see is we see is that it is a  
 fantastic opportunity and an opportunity that, that  
 is a successful one in terms of keeping kids safe  
 and, and not being able to be victimized. Our  
 Manhattan Avenue Center was so successful that we  
 opened up another center in the lower east side.  
 And that was so successful that we then open up in  
 East Harlem at Johnson Houses. And that was so  
 successful. We opened up in Northern Manhattan at  
 the Washington High School. We now have seven,  
 seven locations where on Friday and Saturday nights



boys and girls that age group between 5:00 and 9:00 p.m. not only have a place to go and get world class sports training and in that process teaching them to be leaders working together, leaders understanding discipline, giving them great opportunities to learn about themselves and also we have paid for and we have layered on top of that tutoring for those kids and their families who wish to take advantage of, of that opportunity. Because we understand it's not just about sports, it's about school, it's about succeeding in all the areas that, that a kid needs to succeed to, to get out and live a productive and, and safe and, and great life these days. So what I wanted to say to the council is our crime strategies unit focused on what we call intelligence driven prosecution has been enormously effective in reducing violent crime in Manhattan particularly in developments. And I'm very proud to be partnering with the NYPD in that success. We are focusing on specific enforce, prevention strategies like the stake holders initiative in East Harlem where we bring the community and businesses together and work together to find strategies that will make sure that crime

continues to be reduced. When you take that beach when a gang is taken out you need to keep that beach. And I'm quoting from a former member of the NYPD who is now director of police in Chicago. So you can't just do enforcement action and then leave it open and not filled with opportunities for youth development, opportunities for summer employment. We need as members of the law enforcement community to understand that we need to be in the game of crime prevention after a take down just as we are aggressive in taking it down. And finally we need wherever possible to directly engage the youth as law enforcement to provide them opportunities for leadership demonstration, to be in a safe place so they won't be victimized or get into trouble, to offer academic counselling when it is appropriate and, and wanted. And all those factors combined I think are why Manhattan's homicide rate has been reduced so significantly. Our shooting rates have also been reduced so significantly. There's more work to be done but I really am grateful for the opportunity to have, to, to work with the council in these strategies, to work with the NYPD, and the

2 Special Narcotics Prosecutors Office. Thank you for  
3 hearing me.

4 CHAIRPERSON GIBSON: Thank you very much  
5 Manhattan DA. Thank you very much Mr. Vance. I  
6 appreciate your presence here and before I make a  
7 couple of comments I do want to acknowledge  
8 additional council colleagues that have joined us,  
9 Council Member Richards, Council Member Williams,  
10 Council Member Ferreras, Council Member Vacca, and  
11 Council Member Deutsch who are here. So I thank  
12 them for being here. And looking at so much of the  
13 material you've provided, talking to you one on  
14 one, obviously this is an incredible accomplishment  
15 and many of us are looking at the dynamics, the  
16 partnerships, the integration, the, the fact that  
17 the Crime Strategies Unit looks at the total  
18 picture. And I guess what I'm trying to find out is  
19 with a lot of these turf wars that are going  
20 amongst the different public housing developments a  
21 lot of times it spills into the community, into the  
22 local community. And you get a lot of younger  
23 people that are now coerced. As you work with PD  
24 and I guess my, my first question is, how does your  
25 programming, your initiatives work in, in concert

with Operation Crew Cut? And also when you start to get the guys and maybe girls that are at the very top how do you prevent the next person in line, almost like a hierarchy from continuing. Because I guess I've seen that in Marsania [sp?] where we've take, taken down many young people that have an arrest history incredibly long but once that happens someone steps right in. And so I guess my question is Operation Crew Cut and your involvement and partnership but how do you stop that pattern within the crew from continuing?

DA VANCE: Madam Chairwoman as to our compatibility with Operation Crew Cut and our integration I'd like to think and I do think that the Manhattan DAs Office has never worked more closely with the NYPD as it does right now. Our crime strategies unit is in my opinion simply a blueprint of what the NYPD is trying to achieve through its law enforcement resources but using our tools as prosecutors. It simply, our office may keep a case for a year and a half after a police officer makes a gun arrest where the police officer has that gun arrest for 24 hours. In that year and a half we may gain information from informants as

to where the gun came from, other information through witnesses that are available to us as we prepare the case for trial. There's a huge amount of information that we gather in the prosecution of the case and it, all the hundred thousand cases we prosecute each year we share it with the NYPD, they share their intelligence with us. So what I want to think and I hope you'll hear from the NYPD is I view our integration as seamless. And, and I think, and, and I hope that is how the NYPD views it also. We could not do our job without their help and we are trying mightily to make sure that we help them to do their job. We are partners is the answer to your question. And it's important that we be partners and understand that that is a fundamental responsibility of law enforcement is that we work together coordinated into the same purpose. As to how we are preventing the next group to come in, to take over and engaging gang activity first of all I think that after slides that you've seen in the 23<sup>rd</sup> precinct and the 25<sup>th</sup> precinct indicates that at least in the near term those housing developments have not been home to significant gang activity or other criminal behavior. And there's a

couple of reasons why that is. First of all in the 23<sup>rd</sup> precinct case after several years we indicted 63 individuals. This past week the last two of those 63 individuals pleaded guilty. 63 people pleaded guilty after 63 people had been indicted. So what we're doing with the NYPD is our investigation is first of all we're identifying the right people. We take our time. We investigate. We make sure that those who are principally responsible for violence are the ones that we arrest and charge. And then secondly we make sure that in the aftermath of a takedown as I've indicated that we work with the NYPD to focus on community engagement and positive law enforcement strategies. It's not an accident that we opened up one of our basketball sites in Johnson Houses where we had taken a large take down months before. And we have also worked with this city council very well for example to provide internships to youth in these neighborhoods with a modest stipend but good work for the summertime so that the kids in that neighborhood are also working, understand that law enforcement is not only a positive influence but can provide them positive opportunities for the

future. So Madam Chairwoman I think you've got to focus on who, who, who the leaders are. You got to take them all out. You've got to take them all out and then you've got to backfill and make sure that you're providing support to the kids in that neighborhood so it doesn't slip backwards.

CHAIRPERSON GIBSON: Thank you and I agree. Well I'd like to turn it over to my chair, Chairman Cabrera.

CHAIRPERSON CABRERA: Thank you so much Madam Chair. Again thank you for all the good work that you do. I, I was really, really glad to hear you talk about the use of, usefulness of security, surveillance cameras. I know that Co-Chair Torres today was in the daily news calling upon all the NYCHA to be funded with cameras. I could tell you first hand I have cameras in all my NYCHA buildings. I, I put my own funding there and I was just last week in Baily Avenue and I, I couldn't tell you how ecstatic and how happy my seniors were coming to me and just saying thank you for those cameras being up. Because you know there's eyes on the ground. We see the effect that it had on England and other countries where they use this

1  
2 tool and also the prevent programs that you talked  
3 about that, that is so essential. My question to  
4 you is how much do you think is the gap right now  
5 between all of the prevention programs, all of the  
6 correct surveillance strategies that we need, Crew  
7 Cut if it was to be expanded, if it needs to be  
8 expanded, how much funding are we looking at that  
9 you believe that we, we're, we're lacking at this  
10 moment to be effective?

11 DA VANCE: I'm not sure that I could  
12 possibly give you a number to tell you what it will  
13 take to make all the communities safe. And, and  
14 obviously their many component parts. But let me  
15 respond if I may this way. I think we should  
16 absolutely in Manhattan for example expand camera  
17 use particularly in the northern neighborhoods  
18 where it is not as extensive as it is in the  
19 southern neighborhoods. And we are working with the  
20 NYPD right now to in partnership try to make sure  
21 that we, within a reasonable timeframe, are going  
22 to be able to place cameras in those neighborhoods  
23 because that is going to solve cases and it's going  
24 to save lives. That is a dollar Chairperson Torres  
25 indicated 523 million dollars I think in the paper



today. I'm not sure about that number that it's, that it's not higher. But we, at least in our office we are going to be investing with our police department in that kind of strategy. And Mr. Chairperson in terms of after working with Operation Crew Cut I think our office is going to continue to work with Operation Crew Cut. But we have been contacted by other DAs in the city of New York who want to understand better how we have developed our intelligence driven prosecution strategy in the crime strategies unit and we are sharing that intelligence and, and how to get these units up and running with them if they want it. And so I think that's not a cost factor as much it is just a, a communication factor. As to effective crime prevention strategies in the community level of the cost I couldn't possibly tell you how much that is but I got, but I think it's not so much about the money as it is about the will. A lot of these programs, it's not that they cost a lot of money, it's not that much money to buy 40 basketballs and, and to get a gym open on Saturday night and to hire first class training which they don't charge as much for in any event. It's just a

question of will. And I think if we spend more time with our stakeholders, the community members, the council members, the NYPD, and we stick together and we try to think through what can we do together in every neighborhood where crime is a problem and implement strategies that are community based but, but with the active involvement of the police and the prosecutors what we've seen in Manhattan it's going to continue to go down and I think, and I think crime will, will be reduced in other communities as well. There are marvelous prosecutors all over the city. They have great offices and I think are doing great things and great opportunities for success.

CHAIRPERSON CABRERA: I definitely hundred percent agree with you that it's a matter of the will and I want to encourage my colleagues to, to invest in this, especially the new council members to go ahead and not to wait for the big funding to come because it may or may not come. But you know just allocating every year surmount... Chief Gomez is here he, he could tell you when he was the chief in the Bronx how indeed it made a tremendous difference because I just didn't put it in the

NYCHA bill I felt that it was important to layer it all across the district and now we have more cameras than any other districts. My last question to you because I know we have a lot of colleagues here that have question. I always been curious about this. How many people commit the vast majority of crimes because I'm, I, would I be right speculating that maybe 90, 90 percent of people is being, committing, I'm sorry... About 1500, 1500 people let's say... [interpose] [clears throat] committing 90 percent of the crime and along with that how many leaders are we talking about when it comes to this, these crews and what age are we dealing with; 21, 25 year olds mentoring their 13, 14 year old.

DA VANCE: Our experience in who is driving crime is that it is a relatively small number of people. And one of the useful communication strategies that Carrie Chaconne and others in crime strategy employees is to pick up the phone to the precincts and to work with the field intelligence offers and the commanders. And they can tell us and well longer the gang units and others working who's really driving crime in their

neighborhood. But we need to know that so that we can help start investigations with them to then take action upon it. But there's a small number of people who cause a disproportionately large amount of crime. I think that's just a fact. I think the PD will say that is a fact. The question is how do you identify them. And as I said one important strategy for us is it's not always going for the home run. These large gang takedowns I think have been in one sense extremely successful in driving crime down. But it's when that repeat offender comes into the system on a minor case that us as prosecutors we get alert that lets us know this has happened because... I'll give you one quick example. We had one gentleman who was a recidivist, what they call jostler for tourists. He, he'd... you're walking in the middle of midtown, he bumps into you, he drops his glasses which are already broken and then he starts screaming at you and saying you broke my glasses, you owe me 150 bucks. And basically what he's doing is strong-arming money from people who are unsuspecting victims and get scared. So that gentleman convicted about 35 times and he never served more than about 30 days. When

he got arrested the crime strategies unit got an alert that this gentleman was back in the system. They were able to charge that case as a robbery, third degree, taking by force because what was, what he was really doing was intimidating someone to take money from them. He was I think quite upset that he'd been indicted and quite offended and wanted to go to trial, he did, and now he's doing seven years in state prison. That's an example of focusing on the small number who called a discrosious [phonetic] proportion amount of crime and not letting them slip through your fingers when you have them.

CHAIRPERSON GIBSON: Thank you. Thank you Chair Cabrera like technology. We've been joined by Council Member Treyger and Council Member Cumbo. And with that I will turn it over to Chair Torres.

CHAIRPERSON TORRES: Thank you District Attorney for your testimony. I'm, I feel like one of the, the more compelling features of your model is the use of criminal forfeiture dollars for social programming is that unique to your office in New York City?

DA VANCE: Is it unique? It's not unique. That in fact I can't speak for the numbers for other offices but all the district attorney's offices by virtue of their operation in drug and other cases receive federal, receive forfeiture dollars. And so it's not unique to our office although our office does a large number of white collar, business crime cases which, which may result in greater forfeiture dollars coming to our office.

CHAIRPERSON TORRES: Yeah and I, I appreciate that you recognize that, that you know policing and prosecution are the beginning of the process and that longer term crime prevention requires social investment. In many ways you have intel, you have intel about the highest spots in the city. And in some sense you have intel about the best places in which to locate social services, the places where to put a job center, where to put a youth programs. I'm wondering do you share intel with HRA, with, with DYCD, with social service agencies because it seems like your intelligence driven social programming could actually be...

DA VANCE: I, I Carrie to my right I have sat in on dozens of meetings with her which are her relaying to me her communications with community leaders and law enforcement leaders just, just about this question is what are we investing in in terms of preventative strategies, social programming, how can it happen, how much does it cost and how do we do it. I'm not sure we do it perfectly. Mr. Chairman I'm sure we don't. But I know we try to be as aggressive in our crime prevention strategies including the kind of social programming and creating opportunities for, for kids, creating opportunities for ex-offenders that come back. We have a reentry, we have a very active reentry process. We engage the folks coming back from state prison before they come back to Manhattan because we want to make sure that we are helping them as much as we can in terms of how they can reintegrate. All these strategies that are not courtroom based but are community based are key to long term crime prevention. And I think we just need to keep doing more of what we're doing working closely with the city council and I think good things are going to happen.

2 CHAIRPERSON TORRES: I would love to  
3 figure out a way on how we could use the intel that  
4 you have to, to systematically inform decisions  
5 about where to locate services. I think it could be  
6 used... [interpose]

7 DA VANCE: Ms. Chaconne would I know be  
8 happy to talk about how we, you know how we do  
9 that. We also have a, you know a, we, we have a  
10 large community partnerships unit which we fund and  
11 run by a Estelle Straker [phonetic] Striker  
12 Santiago is here today and I know she would be  
13 happy to talk with you about how we focus on what  
14 kind of programming where, and what community  
15 members do we need to get engaged in order to make  
16 it happen.

17 CHAIRPERSON TORRES: As you, as you well  
18 know crime is concentrated rather than dispersed in  
19 the city and much of it is concentrated in public  
20 housing. And so I'm calling on the city to you know  
21 make an investment in CCTV and layered access  
22 control throughout public housing. I'm wondering do  
23 you think that would be like an efficient means of  
24 reducing the crime rate?  
25



2 DA VANCE: At least if not in every  
3 development certainly the developments that have  
4 the highest... They're... in my opinion there is no  
5 question but that being able to have a video record  
6 of an incident is among the most important evidence  
7 that you can have both in terms of prosecuting  
8 cases and preventing others from committing crime  
9 prospectively. If members of the community who are  
10 inclined to gang behavior or commit crimes know  
11 that they are going to be observed and in fact  
12 recorded they are going to I believe think twice  
13 about engaging in violent behavior in the  
14 neighborhoods. And I think for a preventative  
15 strategy it's very important.

16 CHAIRPERSON TORRES: I will pose the  
17 same question to the NYPD but what's been the  
18 reception of the Crime Strategies Unit on the part  
19 of the NYPD.

20 DA VANCE: Well I'll let the NYPD speak...

21 CHAIRPERSON TORRES: Okay.

22 DA VANCE: ...for itself. But I think, I  
23 think the answer is excellent. I think there are  
24 key partners and while we have prosecutorial tools  
25 that, that we hope are going to make our work as

effective as comstat was for the police, the Crime Strategies Unit will do for the DA's Office but we are total partners.

CHAIRPERSON TORRES: Are your, do you know if your colleagues are going to adopt the Crime Strategies Unit or...

DA VANCE: I know that Brooklyn has been in touch with us about opening a Crime Strategies Unit and, and DA Thompson was here some weeks ago testifying before public safety and said that they intended to do so. We've also been contacted by Staten Island and frankly by prosecutor's offices around the country because it's, it's fairly common sensical [phonetic] and it's effective.

CHAIRPERSON TORRES: Well again I thank you for your service. In the interest of time I'm going to cut short my questioning.

DA VANCE: Thank you.

CHAIRPERSON TORRES: Thank you.

CHAIRPERSON GIBSON: And I might add Mr. DA also the Bronx. We are going to continue to have conversations on how we can develop these Crime Strategies in, in the Borough of the Bronx. I think it's very key, significant and would make a major

1 difference. We've been joined by Council Member  
2 Cornegy and we will hear now from Council Member  
3 Jumaane Williams.  
4

5 COUNCIL MEMBER WILLIAMS: Thank you  
6 Madam Chairs and Mr. Chairs. Thank you DA for  
7 coming today. It, for me I just want to say thank  
8 you. It is refreshing that I think finally people  
9 are really changing the lexicon of public safety so  
10 that it is not solely based on the police  
11 department which is responsible for law  
12 enforcement. Of course they are integral partner  
13 and they risk their lives every single day and help  
14 keep us safe. They are responsible for law  
15 enforcement should be but it is a collective  
16 approach. Many of the things that you outlined  
17 which I think are a, are more important if you want  
18 to keep the, the numbers going at a correct rate  
19 and you would like to have safety without over  
20 policing of certain... for too long that other part  
21 has been left out of this, the part that discusses  
22 what happens after you've locked a bunch of people  
23 up, what happens when there is crime in the  
24 community. You can send more resources than one  
25 agency. You can send the Department of Youth and

2 Community Development, Department of Mental Health...

3 So I appreciate that lexicon now changing and I'm,

4 I'm appreciative I had a meeting with Commissioner

5 Bratton and he had similar ideas. I know there's a

6 new chief of collaborative policing that I'm

7 excited about. So I think we're moving in the

8 correct direction for all of Law Enforcement

9 Agencies including yourself and including the

10 police Department. And I'm, I'm excited about that.

11 So first I want to say thank you. And a lot of

12 these strategies are proven. They are proven to

13 work and I think they engage all the different

14 partners that need to be engaged. Of course there's

15 always going to be some apprehension with some of

16 these things. As well there should be. And I think

17 we have to continually have a discussion on how to

18 do better policing and how to keep our community

19 safe. And that discussion should always be ongoing.

20 So that, obviously every 20 years there's a uproar

21 or something or there's a... commission, or there's

22 a... commission... there's always a uproar. So I think

23 if we can continue these conversations in the times

24 when everything is good it's going to be much

25 easier when things get a little rough if

everybody's communicating and talking. So I want to say thank you. In terms of Operation Crew Cut which I am, I have been and always, I'm very supportive of that. I'm supportive of focused deterrence models and I believe this is one of those which we can focus on the people who really need the, the attention. You may have said it in some of your testimony. I apologize. Can you tell me the difference between Operation Crew Cut and the JRIP Program, how that's working together and how do you identify who will be, I'm not sure actually maybe you don't answer the JRIP question, that might be a police department...

DA VANCE: I, I'm sure the Police Department can probably answer better than I...  
[crosstalk]

COUNCIL MEMBER WILLIAMS: Okay, so with Operation Crew Cut how will we, how do you identify who is targeted and, and... this... Operation Crew Cut obviously is not just for NYCHA and we focused on NYCHA here. But just in general how do you figure out who was targeted. And I just want to be walked through what happens when someone is on the list. Like how does it work.

2 DA VANCE: Council Member I, again I  
3 would... I'm happy to tell you what we do... But I'm, I  
4 think I would...

5 COUNCIL MEMBER WILLIAMS: So...

6 DA VANCE: ...respectively ask that you  
7 ask the police department to get the...

8 COUNCIL MEMBER WILLIAMS: Sure.

9 DA VANCE: ...best answer how they do it.

10 COUNCIL MEMBER WILLIAMS: Sure.

11 DA VANCE: And, and the answer to your  
12 question how we do it is it is, again it is, it is  
13 first and foremost speaking with the police  
14 department in that precinct because they have a  
15 good idea. They have... in many senses they're on the  
16 front lines, they have the best idea and the best  
17 understanding of who is driving crime. Equally  
18 important is talking to members of the community.  
19 We had a long investigation that ended up taking  
20 out a very significant drug selling spot on 132<sup>nd</sup>  
21 Street. And that information and those... it came to  
22 us from a community member who approached law  
23 enforcement and told, and, and felt comfortable  
24 that they wanted us to know what was going on. So  
25 we were able to take action. Similarly in East

2 Harlem there was a housing development where there  
3 was rampant PCP sales going on and the neighborhood  
4 was really held hostage by those, those  
5 individuals. That information was again transmitted  
6 by a community member to law enforcement. And it  
7 was the prompt for us to open an investigation and  
8 ultimately to dismantle a large drug gang.

9 COUNCIL MEMBER WILLIAMS: Okay thank  
10 you. I think some of the questions will be most  
11 appropriate for the PD. I do want to apologize. I  
12 have a meeting with another Commissioner and I may  
13 not be able to be here but I'm hoping that some of  
14 my question may be answered. What radius is the,  
15 the crime strategy... what is it called?

16 DA VANCE: It's called the Crime  
17 Strategies Unit Commissioner and it, it really is  
18 focused on Manhattan and it's run out of the  
19 Manhattan District Attorney's Office. So that's,  
20 that's the geographic district that we are focused  
21 on but...

22 COUNCIL MEMBER WILLIAMS: So there's... I  
23 see something here on East Harlem. Is there, do you  
24 have particular... I'm sure... what it...

2 DA VANCE: The East Harlem was... Council  
3 Member was just a, an example that I think is  
4 illustrative of before and after.

5 COUNCIL MEMBER WILLIAMS: I see.

6 DA VANCE: There's a 76 percent  
7 reduction in shootings in East Harlem from 2010 to  
8 to date. But we started this in Central Harlem and  
9 137<sup>th</sup> Street. We have done, we've used the same  
10 practical approach in the lower East side, East  
11 Harlem, Northern Manhattan. We've had 13 gang take  
12 downs since I took office in 2010. That's 100s of  
13 people who were driving crime who are no longer  
14 capable of driving crime in the communities.  
15 Literally hundreds and hundreds of guns taken off  
16 the street, guns that won't be used to shoot at  
17 community members or point at a police officer.  
18 It's, Manhattan is my, is my focus but I am always  
19 learning from Brooklyn, Bronx, Queens, and Staten  
20 Island.

21 COUNCIL MEMBER WILLIAMS: Thank you  
22 again and I'm hoping that we can continue this  
23 philosophy shift and getting the lexicon to be  
24 changed and I'm looking forward to that as well as  
25 making sure that we feel the void also with job



2 opportunities, education opportunities, mental  
3 health opportunities, all of the things that need  
4 to be in there. So thank you very much.

5 DA VANCE: Thank you.

6 CHAIRPERSON GIBSON: Thank you very much  
7 DA Vance. We appreciate your presence here and  
8 thank you for all that you are doing and certainly  
9 this is a continuing conversation. You've been  
10 doing an incredible job and we are extremely  
11 delighted at, at the turnaround that you have made  
12 in East Harlem and certainly it's a testament to  
13 the commitment, the creativity, the partnerships,  
14 the community engagement and I know, I speak not  
15 just on my behalf but my fellow colleagues that we  
16 look forward to working with you and we thank you  
17 for being here today.

18 DA VANCE: It's a pleasure to...

19 CHAIRPERSON GIBSON: Thank you.

20 DA VANCE: ...be here and thank you and  
21 all the Council Members for what you do and for  
22 your commitment.

23 CHAIRPERSON GIBSON: Thank you. And now  
24 our next panel we will hear from Chief Carlos  
25 Gomez, Chief of New York Police Department Housing

2 Bureau, Deputy Chief Michal Harrington the  
3 Executive Officer from the Chief of Departments  
4 Office, as well as Carlos Laboy-Diaz from the New  
5 York City Housing Authority. And I'd also like to  
6 acknowledge the presence of Council Member Gentile  
7 as well as our New York City Public Advocate  
8 Letitia James. Thank you for being here. You may  
9 begin.

10 CHIEF GOMEZ: Good afternoon. It was a  
11 pleasure and an honor working with several of you  
12 up in, in the Bronx; great place to work, great  
13 communities, and good results were obtained in, in  
14 the last, in the last four years. I look, I look to  
15 do the same with my new partners in NYCHA and all  
16 the residents of public housing. Good afternoon  
17 Committee Chairs and members of the Council. I am  
18 Chief Carlos Gomez, the Chief of Housing for the  
19 New York City Police Department. I am joined today  
20 by Deputy Chief Michael Harrington, Executive  
21 Officer, Chief of Department of the NYPD, and  
22 Executive Vice President for Operations Carlos  
23 Laboy-Diaz of the New York City Housing Authority.  
24 On behalf of Police Commissioner William Bratton I  
25 wish to thank the City Council for this opportunity

to address the committees to the NYPD's crime reduction strategies for New York City's public housing developments. The men and women of the NYPD Housing Bureau have the responsibility for providing the security and delivery of police services to over 412 thousand residents, employees, and guests of public housing throughout New York City. We are entrusted to provide these essential services to the largest public housing authority in North America which is made up of 179,025 apartments and 334 developments containing 2,563 residential buildings. More than 18 hundred uniform personnel are assigned to the NYPD housing bureau. They are supplemented by members of local precincts specifically dedicated to patrol housing developments. This is the result of a restructuring plan which we began in 2004 to maximize our ability to respond quickly to calls for help and to perform proactive policing especially in some of the smaller developments which are located far from their housing police service area station houses. We have also established two high tech police rooms covering the Brook Allen and Bay view Houses in PSA 1 and the Whitman and Ingersoll Houses in PSA 3

2 with the same goal, allowing police officers to  
3 start their tours of duty in the respective  
4 developments rather than having them turn out from  
5 Northampton Station houses. Working in close  
6 coordination and partnership with residents,  
7 community groups, development managers, and NYCHA  
8 rejected staff, members of the housing bureau are  
9 committed to reduce crime and effectively target  
10 violations and other conditions that detract from  
11 the quality of life for residents in and around New  
12 York City Housing Developments. I would now like to  
13 describe for you some of the specific tactics and  
14 initiatives we use to further this goal bearing in  
15 mind that the housing bureau continually reviews  
16 crime strategies in an effort to improve our  
17 deployment and to respond to rapidly changing crime  
18 conditions. Chief Harrington will then discuss in  
19 more detail the other topic on today's agenda,  
20 Operation Crew Cut which of course addresses crime  
21 throughout the city but also in some housing  
22 developments. Overall major felony crime and public  
23 housing decreased steadily over several years. It  
24 is down almost 18 percent from the level it was in  
25 the year 2,000. However the last four years have

seen an increase in major felony crime. And currently as of April the 20<sup>th</sup>, year to date crime is up approximately 4.2 percent since last year. Our key strategy using, combatting crime in public housing is the use of vertical patrols. Vertical patrols are tactically planned patrols of the interior hallways, stairways, and rooftops of multiple occupancy buildings. These patrols are very effective in crime fighting. In addition to crime prevention vertical patrols also serve another very practical and beneficial purpose. While in the buildings officers can observe the physical facility for hazardous or dangerous conditions such as nonworking elevators, lighting, or any other hazards that can be reported directly to the housing authority for immediate attention. Vertical patrols also allow police officers to meet and interact positively with residents. Vertical patrols are a critical part of our effort to protect residents, employees, and visitors to public housing. The Housing Bureau currently operates four impact zones that help support crime fighting efforts. PSA 2 operates an impact zone in Brownsville, Winston Hughes, Seth Low, Tildon, and

Van Dyck Houses in the 73<sup>rd</sup> precinct. PSA 3 operates an impact zone in Namarcey [sp?], Sumner, and Tompkins in the 79<sup>th</sup> precinct. PSA 5 operates an impact zone in the Jefferson, Johnson, and Taft Developments in the 23<sup>rd</sup> precinct and also the King houses in the 28<sup>th</sup> precinct. And PSA 7 operates an impact zone in the Patterson and Holbrook Houses in the 40<sup>th</sup> precinct. In addition to the three geographic impact zones there are three housing bureau impact response teams. Each assigned to a housing bureau command and deployed by that bureau commander based on current trends. Their functions include identifying crime and quality of life conditions and deploying resources in a more focused manner. Deployment is fluid and is evaluated on a daily basis. A total of 242 officers are assigned to the four impact zones I described above and a total of 173 officers are assigned to the three impact response teams. An innovative crime reduction program that was developed by the police department in conjunction with NYCHA is closed circuit television or Viper Systems. In 1997 the first such system was installed at the grand housing development in Manhattan. Currently there

are 15 developments throughout the city with Viper camera systems, three in each borough. The total number of cameras in use is over 31 hundred. The cameras are mounted only in public areas with resident's rights to privacy an issue of primary importance. The cameras view only those areas normally visible to the public and to which officers on patrol would have access during a normal course of patrol. Indoor public areas are monitored with fixed cameras. While a lot of our areas are monitored with pan, tilt, and zoom cameras. These images are sent to a centralized viewing location 24 hours a day, seven days a week where police officers monitor and record activity. If criminal activity is observed monitoring officers alert patrol officers who are rapidly deployed to the location and take appropriate action. The images are preserved if needed as evidence in a criminal case. In addition to the viper systems with funding provided by the city council NYCHA has installed small scale video systems in specific buildings. Some systems are development wide. These cameras record but are not monitored by police department personnel. If an

incident occurs video is reviewed by the appropriate police department investigative unit. NYCHA has installed these systems in over 113 developments citywide. Another effective crime fighting program utilized by the housing bureau is operation safe housing aimed at reducing drug dealing, sexual assault, and gun violence on New York City public housing property. Operation safe housing has three components; the trespass notice program, the cases for legal action program, and the sex offender address verification program. The trespass notice program seems odd in its effectiveness. The program began in the bureau of Queens and expanded to Brooklyn. A person who is 16 years of age or older and arrested for a sale of a controlled substance or a felony sale of marijuana in a NYCHA development is served with a NYCHA trespass notice. The notice informs a person that he or she is excluded from entering in or upon any NYCHA property anywhere in the city. In the event the individual is caught trespassing he or she could be arrested and charged with criminal trespass in the second degree, a Class A misdemeanor. Since the program's inception in 2005



2 a total of 3,499 trespass notices have been issued  
3 and a total of 716 individuals have been arrested a  
4 total of 1,435 times. The cases for legal action  
5 program is a program in which NYCHA can evict  
6 residents who are arrested pursuant to a search  
7 warrant where contraband is recovered or who are  
8 arrested for certain designated crimes committed on  
9 any NYCHA property regardless of whether it is  
10 their resident development. Under operation safe  
11 housing cases are expedited by NYCHA based upon the  
12 crime charged. The sex offender address  
13 verification program is a program in which every  
14 six months in conjunction with NYCHA the housing  
15 bureau conducts a sex offender verification  
16 initiative. The home address of every registered  
17 sex offender who reported a NYCHA address to New  
18 York City is visited to verify the residency. If an  
19 address cannot be verified a follow-up  
20 investigation is conducted by members of the  
21 detective bureau. One of the ways we use technology  
22 to assist in crime fighting is by equipping housing  
23 officers with sturdy smartphone devices programed  
24 to our needs which allow officers on foot to check  
25 for warrants where if a person is otherwise wanted

for a crime or to see if a person is excluded from NYCHA grounds under the trespass notice program. It also allows foot officers to bring up the picture of wanted or known dangerous individuals living or frequenting a particular building prior to an interior vertical patrol is performed. The housing bureau is also equipped with three sky watch towers, one for each housing bureau. Locations are decided by the housing bureau commander who considers spikes in crime and quality of life conditions that would benefit, that would benefit most from a continuous police presence. In an ongoing effort to rid developments of illegal guns we make information available regarding the department's gun stop program to residents of NYCHA developments. The information is posted in English, in Spanish in public areas or PSA station houses and development management offices. Furthermore gun stop cards are distributed in developments that experience gun violence. In addition the housing bureau in coordination with other units conducts more initiatives, local parole operations, and participates in the department's anti-graffiti initiative. The housing bureau continues to work

closely with the Police Department's gang division and narcotics division. In 2013 the Narcotics Division and Gang Division affected several take downs, some in housing developments with over 200 persons being arrested. Some of, some of these reflected the work of Operation Crew Cut which Chief Harrington will discuss in more detail shortly. Finally I would like to discuss our focus on young people living in public housing. An important initiative introduced in 2007 is the juvenile robbery intervention program or JRIP. The program resulted from an NYPD taskforce formed to address a significant increase in robberies in and around public housing developments in the 73<sup>rd</sup> precinct. The task force is made up of members from PSA 2, the Detective Bureau, the Intelligence Division, the Transit Bureau and the School Safety Division. It also works closely with the District Attorney's Office, City Council, Family Court, Department of Probation and Social Service Agencies. In July 2009 the program was expanded to PSA 5 in the 23<sup>rd</sup> precinct using a similar model. Essentially JRIP focuses on youth 17 years old or younger who reside in public housing in a specific

geographical area, Brownsville and East Harlem and who are arrested for at least one robbery anywhere in the city during the prior year. The program consists of two main components. The first is to put the juveniles and their families on notice that there will be swift and serious consequences if their criminal conduct continues. The second is to provide social services as well as educational and job opportunities for them and their families. The overall goal of the program is to stop these young people from engaging in criminal activity and to encourage them become productive members of their community. To that end the task force members conduct frequent home visits, school visits, coordinate with school officials, investigate and follow-up crimes committed by JRIP youth, and make social service referrals for JRIP youth and their families. The program's effectiveness is measured by comparing the number of times a juvenile was arrested for robbery during the 12 months prior to entry into the JRIP program with the number of times he or she has been arrested for robbery in each subsequent 12 month period. In PSA 2 for example 385 JRIP youth had a total of 458 robbery

arrests for the 12 months prior to their inclusion in the JRIP program. During the first 12 months of monitoring 42 JRIP youth had 53 robbery arrests. In PSA 5 307 JRIP youth had 341 robbery arrests for the 12 months prior to their inclusion in the program. During the first 12 months of monitoring 18 JRIP youths had 29 robbery arrests. Beyond, beyond JRIP however the Housing Bureau devotes significant time and resources to engaging with our young people in positive ways. One of the most rewarding programs we offer is the law enforcement explorers available to young people ages 14 to 20. This is a community service career oriented program designed to educate young men and women about the importance of higher education and self-discipline in reaching their goals. The participants are encouraged to see law enforcement as an attainable and attractive career choice. Explorers participate in such worthwhile projects as graffiti cleanups, coat drives, toy drives, park beautification projects, assisting in relief centers such as during hurricane Sandy, and also assisting in soup kitchens. The housing bureau currently has 325 young people participating in the explorers

program. In addition to the explorers program we also work closely with the police athletic league and local community based groups to offer other opportunities for our youth. Before I close I would like to note that beginning today the Police Department will be posting on our website on a weekly basis data regarding major felony crime broken out by housing development. This initiative was inspired by a proposal from Council Member James Vacca and is consistent with the Department's intention to force their transparency and collaboration as we move forward. The housing bureau continues to develop and implement strategies directed to further reducing crime as well as enhancing the quality of life for all residents. We must remain focused and committed in order to ensure progress in our efforts. Thank you for the opportunity to describe our work in this area. I will now hand it over to Chief Harrington.

CHIEF HARRINGTON: Thank you Chief Gomez and good afternoon. I'm Deputy Chief Michael Harrington, the executive officer of the Chief of Department of the NYPD. I'd like to take this, I would like to describe Operation Crew Cut which has

evolved from a specific police tactic into a comprehensive way of thinking differently about how, how to fight crime. Operation Crew Cut grew out of our observation that the nature of violent street crime was changing in New York City. Although there, although there are gangs in New York City with a traditional gang structure, for example those which designate leaders, hold initiation rites, display gang identifiers, and take punitive action against those leaving the gang, we were finding that much of the violent crime we were facing was coming not from these traditional gangs but from smaller groups linked either by their residence or by the schools they attend which we refer to as crews. These crews present many challenges to law enforcement since their lack of defiant structure makes it difficult to predict their activities or document their associations but they remain as dangerous, at least as dangerous as their more structure counterparts. Crews tend to engage in small scale drug dealing, street level robberies, lossities [phonetic] and other general criminal activity to make money. They also tend to be responsible for a large majority of

violence occurring in their neighborhoods both against local citizenry and other rival crews. A startling emphasis on revenge attacks among rival crews is magnified by the explosion and the use of social media which memorializes and exacerbates conflicts and insults which might have been settled with an argument or a fist fight in the past. A troubling corollary to this phenomenon is the attack initiated merely to enhance reputation rather than being based on a perceived insult. To address this shifted paradigm Operation Crew Cut combines personnel from the precincts, the Community Affairs Bureau, the Detective Bureau, the Gang Division, and the Intelligence Bureau in the proactive program designed to both take down existing crews and to intervene in the formation of new ones. The Department's gang division was expanded and enhanced and the Department Attorneys have been assigned to work directly with the District Attorney's Office and federal prosecutors to assist in the prosecution of these cases. Precinct personnel received additional training in crew and gang identification. The use of social media in investigations, surveillance techniques,



debriefing, legal issues, and plain clothes training. And they work with other commands involved in Operation Crew Cut to target their enforcement appropriately. In addition Operation Crew Cut analytic unit was established, able to detect and map patterns in crime, identify crews and their membership. Ironically the crew members' use of social media provides a wealth of information to police and we monitor these platforms scrupulously enabling us to learn in real time where the threats may be and perhaps in time prevent violence. By far the most important concept in forming this work is our strategic focus on identifying the crew members with the most influence over their peers and to distinguish them from the weaker or less committed members who might benefit from education, social services, or other help to allow them to change their lives. Department members engage in extensive outreach and monitoring of these individuals engaging with their families and making regular home visits to ensure that the individuals know there is support available. Operation Crew Cut goes after the criminal leaders with all possible resources to

ensure that they are imprisoned for their violent crimes. But also, but is also focused on separating out the crew participants whose activity may not rise to that level and who may respond to the help that's offered. Since October of 2012 when Operation Crew Cut was introduced many crews have been dismantled. However the stubborn persistence of this criminal activity requires constant evaluation of our strategy and a commitment to working with our partners in law enforcement as well as with the community and local social service providers to target those who are truly driving crime while offering help to those who are suffering under their influence. Thank you for the opportunity to describe Operation Crew Cut and we'll be pleased to answer any questions.

CHAIRPERSON GIBSON: Thank you very much Chief Gomez. Thank you Chief Harrington. Carlos.

CARLOS LABOY-DIAZ: Good afternoon Chairwoman Vanessa Gibson, Chairman Ritchie Torres, Chairman Fernando Cabrera, members of the Committee on Public Housing, Juvenile Justice, and Public Safety and all the distinguished members of city council. Thank you for this opportunity to discuss

the New York City Housing Authority efforts to enhance security of public housing communities. I am Carlos Laboy-Diaz, Executive Vice President for Operations. Making public housing more secure for our residents and community is one of our highest priorities. Nothing is more important to us than their safety. We know that the security of our development is essential for the health, stability, and quality of life of NYCHA families. This afternoon I will describe our work in collaboration with are partners to accomplish these very important objective. Realizing that security requires a multi-layer holistic approach as you saw through the presentation of DA Vance and Chief Gomez. The authorities' strategy for reducing crime focus on people, places, and buildings because safety is everyone's responsibility. We work with all our stakeholders, especially NYCHA residents, NYPD, the District Attorney's Office, Community Based Organizations, City Council, and other city and state agencies to address safety and security issues through our collaborative approach. Chair Olatoye [sp?] and... House met with Chief Gomez soon after his appointment to kick off what will be a

close and productive partnership between NYCHA and NYPD. In 2009 we formed NYCHA as a safety and security taskforce which involve a core group of stakeholders such as residents, the citywide council of presidents, NYCHA management, and NYPD senior leadership. The taskforce work to strength relationships among community stakeholders. It produce a detail report which explain our efforts to improve physical security infrastructure, deter crime, and discourage and remedy evidence of disorder such as a broken door and other vandalism which can led to more serious crime. For instance the taskforce accommodations guided our layered access approach to building security. The taskforce also engage residents to more proactively address violence in their communities and provide them with useful resources such as standardized signage on NYCHA rules and regulation. The taskforce has successfully obtained funding and support from the office of the mayor, the office of the special narcotic persecutor, the New York City Department of Youth and Community Development, and the New York County District Attorney... Part of her commitment to provide safe secure housing for

residents involve routine follow-up on police action. Using the termination of tenancy procedure it appears that the tenant or a member of a household has engaged in non-desirable or criminal activities the Development Manager will initiate the termination of tenancy proceeding. In a specific circumstances NYCHA may exclude an offender, offending member from the tenant apartment. What allows the tenant to preserve his or her tenancy while protecting other residents. These also keep a family from becoming homeless when the head of the household is not involved in criminal activity. In 2013 NYCHA excluded offenders from about 230 households, terminated 73 tenancies, and placed 40 tenancies on probation in connection with criminal offences. In the first quarter of 2014 NYCHA exclude offenders from 93 households, terminated 22 tenancies, and placed seven tenancies on probation in connection with criminal activity. Of course recognizing that some families may need support an additional assistant to help the remain lease compliant. We also have procedure for referring these families to the family service department. Another way NYCHA helps a resident in

needs of assistant is through a partnership with NYPD to relocate families who are willing to cooperate with NYPD or other law enforcement agencies in the persecution of criminal cases against those who committed felony offences against NYCHA employee or residents since June to 2011 83 families have successfully transfer a part of this program. This cooperation will enforcement... it's only possible because on the fact that a family's able to, to move within 24 hours... NYCHA also work closely with the crime strategies unit, C, CSU. I'm going to... in the interest of time this is the same information that the DA presented on, on Chief Gomez. I will jump some of the paragraph to your approval...

CHAIRPERSON GIBSON: That's fine. I approve.

CARLOS LABOY-DIAZ: Yeah, thank you. Support from the non-profit and public sector enable us to work toward reducing crime. We partner with Cure Violence Organization that assist high risk individuals on NYCHA developments through a grant from the New York Community Trust we collaborate with them on a location campaigns,

community mobilization events, and youth empowerment workshops. As the says go nothing stop a bullet like a job. To that end we're proud to host eight job plus sites at... developments which has placed a total of 968 resident in jobs. In addition to getting connected to employment opportunities job plus participant experience an average earning gain of 16 percent. However job plus is just one way NYCHA help our resident obtaining jobs. Since 2011 we have hired 1,534 curators. That's the entry level job of the Housing Authority including 970 resident. More than half were residents. We hired 99 painter apprentice most of whom are residents with city council funds. Through... of initiative we facilitate a total of more than 2,000 jobs placed in for our resident in just the past year. Chief Gomez spoke about the impact zones. I just going to mention that we're actively working on a proposal, an RFB that we're going to submit to HUD for the Mont Haven neighborhood in which we're looking at crime and improvement in that neighborhood in a holistic way. That's called the, the enabled choice initiative. In 2010 we revamp it, NYCHA resident wash program

which evolve from a proud tradition a resident being volunteers. These volunteers are trained by the NYPD and NYCHA helping deter vandalism and other criminal activity. There are currently more than 17 hundred volunteers at a total of 113 developments in all five boroughs. As a landlord NYCHA knows that good maintenances is our, in our buildings and all, and all the infrastructure correlates to crime deterrence. That is why we expect that our successful effort to increase the schedule of maintenance and repairs are the developments which lead to reduction in criminal activity who help maintain environment, prevent vandalism from escalating in a more serious crime. We talk about the lighting, the doors, those are key issues for us. To that end the authorizes committed to fast for the faster removal of sidewalk sheds as part of the new streamlined process for completing repairs. In 2013 alone we remove sheds, 188 buildings, 52 developments for the total of more than 50 miles of shed. NYCHA continues to remove sheds as soon as construction of the development is completed and the construction side will, says that are remaining in



place long after completed work as finished. By then of this year we expect to remove another 50 miles of shed and also by the end of next year we will only have, our goal is to have only sheds when we have active construction projects. To improve the physical security of our developments we have installed 10,110 security surveillant [phonetic] cameras of different types. At 1,061 buildings in 186 developments city wide 3,179 of those cameras were installed at 500 buildings since 2012. These are what the city council funded. Cameras enhance security for many families, more than 272 thousand residents live in developments where camera are installed. We expect to invest about 27 million dollars this year for cameras in about 50 developments. We also installed layer access to 63 buildings across 26 developments helping or assisting another 23 thousand residents. Since 2009 we completed security enhancing lighting improvement projects. Our developments for our investment of about 40 million dollars and other 10 projects are in progress or in the planning stage including a Ravenswood houses where Majority Leader Jimmy Van Bramer help us secure 1.5 million dollars

for a four million dollar project. I would like to highlight the fact that the system from the city council from the design to the funding of many of these projects have been instrumental for the success of, of those. ...committed, we commit all available resources on work with our partners to ensure the safety of NYCHA communities. We know that is more than can, more can be done and we need to do more. For that reason we continue to seek additional funding and support for our collaborators to realize our safe objective. For instances resources could fund youth peer leadership, our developments, and also programs that have a curriculum of life skills and positive behavior in our community centers. Also to continue our program, resident watch program I'm promoting the safety and security of NYCHA families, employees, and visitors. I'm happy to answer any questions you might have.

CHAIRPERSON GIBSON: Thank you very much. Thank you Chief Gomez, Deputy Chief Harrington, as well Executive Vice President Mr. Diaz from NYCHA. Thank you very very much. So obviously many of us we have lots of questions and

I want to thank you each for the detailed testimony. So I'm going to start and I guess my first very basic, basic question... You talked about Chief Gomez as well as Chief Harrington, you both talked about vertical patrols, impact zones, the Viper System, Operation Safe Housing, JRIP, collaboration with the gang, the narcotics units, the community engagements and the partnership, the gun stop, the explorers program which I'm a huge fan of PALs. So I guess my question is what is the problem? Why are we having such an increase in crime in public housing with all of these incredible programs that we know are doing great work? We're still seeing not only crime but crime is actually going in the wrong direction.

CHIEF GOMEZ: Yes as I mentioned earlier there was... the last four years I've seen an increase in, in crime for a total of a 30 percent since 2009. We looked at that very closely. We, we analyzed it and we see a significant increase in, in domestic violence related crimes. And I'll provide some stats for you. And again these are, these are crimes that for the most part occur behind, behind closed doors alright. In, in, in

2009 there were 820 crimes that were domestic in nature and they could have been a rape, a robbery, an assault. In 2013 there were 1,642. That's a little over 100 percent increase. Drilling down a little further in 2009 there were 600 felony assaults, domestic in nature. Last year there were 1,169. Robberies, domestic robberies in 2009 62. Last year 217. That's a 250 percent increase in, in, in that crime, that crime alone. But this is serious crime. It's you know somebody being robbed or injured and, and we have strategies in place to combat the domestic violence. But I do have to say the, the violence last year was a record year not, not just in the city, in the Bronx, but also, also in the, in the housing bureau. Last year 209 shooting incidents was the, the fewest ever, ever recorded. And for example the year before last they were 280. So domestic violence accounted for 65 percent of the 30 percent increase that, that we... so much was, was written about. Another large percentage was an increase in a, in, in, in grand larceny, specifically the, the fraud and the ID theft which is more difficult to, you know to combat. Certainly you know with deployment, with

troops on the street a crime much more difficult to, to fight. So domestic violence accounted for 65 percent of the 30 percent increase. And I, and I read, I just read to you some, you know some figures, you know staggering figures.

CHAIRPERSON GIBSON: Okay. Specific to Operation Crew Cut... particularly, and I guess I'm very passionate about reducing gang crimes and gang activities because I've had so many takedowns in my council district and I've seen how it's devastated and it impacted my community, my seniors, and other families. Once these occurrences happen we have now instituted more youth teen centers which I have a couple, we have more PAL programs which are all great. But I guess from your perspective, from NYPD what are the current staffing levels that you have and how many detectives are assigned to the gang division as well as the Borough Gang Unit. How many do you have? Is it broken down per borough? And what do you do to assess how you increase those numbers based on hot spots in certain areas.

CHIEF GOMEZ: I have numbers, 1800. I have numbers just from my, my bureau of police

officers. I would have to get back to you with those, with those numbers, gang division numbers.

CHAIRPERSON GIBSON: Okay. And what type of criteria do... [interpose, crosstalk]

CHIEF GOMEZ: But, but you know recently the size was, was doubled.

CHAIRPERSON GIBSON: Okay.

CHIEF GOMEZ: Two years ago the gang division was doubled in its size but I don't have the exact numbers to provide you.

CHAIRPERSON GIBSON: Okay. What type of criteria do you look at in terms of where you put your, your resources? And so I, I... within your testimony you talked about the sky towers right...

CHIEF GOMEZ: Yes.

CHAIRPERSON GIBSON: ...how there are certain numbers per borough. What's been happening? And I guess I know from personnel experience is people start to get wind of those sky towers and they know they get shifted from block to block, neighborhood to neighborhood and with the 21<sup>st</sup> century and technology and with social media what has been happening is... You know I feel we always have to be one step ahead of the game. And so the

social media factor is an important factor because you have been able to get a lot of these crimes in process after I've had retaliations of things that have occurred... But I guess what have you seen to be in terms of challenges that you face with Operation Crew Cut in terms of successes, where you find areas that you can improve and also what's going to happen when let's say those individuals now understand what we're doing and they're no longer using social media and it turns to something else. That's what I'm concerned about.

CHIEF GOMEZ: Yes well our concerns are new and, new and emerging crews as we...

CHAIRPERSON GIBSON: Right.

CHIEF GOMEZ: ...as we take down some crews. And we've had success throughout the city but especially up in, in the Bronx we see that other, other crews emerge. And a prime example is in, in your district on 183<sup>rd</sup> street in the, in the four six and, and five two boarder... Two years ago we took down the, I believe it was BMG Burnside Gang and, and, and Dub City.

CHAIRPERSON GIBSON: Yep.

2 CHIEF GOMEZ: But last summer we saw, we  
3 saw an increase in, in shooting violence just on  
4 183<sup>rd</sup> street and that was attributed to a new and  
5 emerging gang. So you saw those other sky towers  
6 and we put sky towers there. We put the, the  
7 command post vehicles and I do that, we do that  
8 throughout the city wherever we see the spikes that  
9 is where we throw our resources; the sky towers,  
10 the, the command post vehicles...

11 CHAIRPERSON GIBSON: Well let me just go  
12 on record and say that I know my community wants  
13 more sky towers. Unfortunately we are limited in  
14 resources and when we shift one from one  
15 neighborhood then they get wind of it and crime  
16 goes up in that area and then we shift it back. And  
17 we almost robbing Peter to pay Paul. And I think as  
18 we talk now about budget coming up it's something  
19 that I certainly hope that you will look at because  
20 it's something I will certainly look at. Just one  
21 other question. I noticed Operation Safe Housing,  
22 is that in the Bronx? It started in Queens and  
23 Brooklyn but has it expanded to any other boroughs,  
24 Operation Safe Housing?  
25



2 CHIEF GOMEZ: Is that the cases for  
3 legal action that you're referring to?

4 CHAIRPERSON GIBSON: That's the one that  
5 focuses on the legal action and the sex offender  
6 verification program...

7 CHIEF GOMEZ: Oh that's... yeah that  
8 encompasses the criminal trespass...

9 CHAIRPERSON GIBSON: Right.

10 CHIEF GOMEZ: ...which is, which is  
11 everywhere. The request for legal action which is  
12 throughout the city and the sex offender  
13 monitoring, address verification. Yes.

14 CHAIRPERSON GIBSON: Okay.

15 CHIEF GOMEZ: That is, that is  
16 everywhere through the city.

17 CHAIRPERSON GIBSON: So with this  
18 verification program how do you work with community  
19 residents in terms of notification of any sex  
20 offenders that are in that particular area?

21 CHIEF GOMEZ: Yes, well this information  
22 is available online. But in addition we reach out  
23 to community leaders, tenant associations, and, and  
24 elected officials in the, in the areas. We're in  
25

2 the process of doing that right now as we, as we  
3 speak.

4 CHAIRPERSON GIBSON: Is that information  
5 that could also be shared at precinct council  
6 meetings?

7 CHIEF GOMEZ: Absolutely.

8 CHAIRPERSON GIBSON: Monthly? Okay.

9 CHIEF GOMEZ: And, and I'm certain...

10 CHAIRPERSON GIBSON: PSAs?

11 CHIEF GOMEZ: ...it is, it is done in, in,  
12 in many of the, the meetings. Absolutely.

13 CHAIRPERSON GIBSON: Okay. I have more  
14 questions but I will turn it over to Chair Cabrera  
15 so we can continue. Thank you.

16 CHAIRPERSON CABERERA: Thank you so much  
17 Madam Chair and let me compliment all three of you.  
18 I know the work that you do and we really  
19 appreciate it. I, I'm going to ask a series of  
20 question. If you could give me the short version  
21 answer to these because I want to be able to cram  
22 in as many as possible. How long do... so you've  
23 stayed on the JRIP list?

24 CHIEF GOMEZ: In, in... the 17 and under  
25 and, and in housing we, we have two JRIPs. One in

Brownsville and one in East Harlem. The one in Brownsville I believe started in 2007 and it moved up to East Harlem in 2009. Basically we, in the beginning of a year we, we looked back to the, the prior year and we see 17 and under individuals that were arrested for, for robbery. And, and, and we look to have a positive impact on them. It's not just incarcerating, it's not just arresting and, and, and putting them away. So what we do is we, we put, in this them and the family on notice that you know if you continue your behavior there will be some sanctions, criminal sanctions, some ramifications. But we also offer assistance. The community helps us tremendously in, in, in this endeavor. So they're in the program for a year and ten we monitor them the year after they leave for the resiterism [phonetic]. And the resiterism [phonetic] is, is very low. It's a very successful program. I, I might add. We, we had a similar program up in, in the Bronx.

CHAIRPERSON CABRERA: Okay so if I heard you right what I heard was that in the NYCHA buildings was spike enough really don't match the violent cases...

2 CHIEF GOMEZ: Yes.

3 CHAIRPERSON CABRERA: ...are gang related  
4 cases going up, down, or staying pretty much the  
5 same?

6 CHIEF GOMEZ: They're, they're pretty  
7 much, pretty much the same. Despite these... domestic  
8 violence related crime which is serious crime. We  
9 have strategies to fight them. But the, you know  
10 the gang violence, the, the crew related robberies.  
11 You know unfortunately still, still persists. But  
12 as you could see there were recent Crew Cut type  
13 takedowns in your, in your borough earlier in the  
14 year in the more houses. There was a takedown. The,  
15 the mackballers [sp?] in, in Claremont Village was,  
16 was taken down just last month. And in Forest  
17 McKinley Houses just two weeks ago there was, there  
18 was a take down. So we're still there.

19 CHAIRPERSON CABRERA: So Chief is, so  
20 it's very possible that what is taking place is  
21 that more people, more of the victims to domestic  
22 violence are reporting?

23 CHIEF GOMEZ: Yes we, we... [interpose]

24 CHAIRPERSON CABRERA: ...rather than... I'm  
25 sorry Chief just so I could get this thought in.

It's not that we had maybe less cases of domestic violence but now they feel more comfortable in coming forth and maybe really because of the work that is being done through the DV office and the city and all the efforts you know for people to feel safer to be able to come out.

CHIEF GOMEZ: And that's the, that that's the way it should be. We, we have a tremendous amount of outreach. We, we speak about this at all of our meetings and forums and in turn we've had more reports of domestic violence. But absolutely there's zero tolerance for domestic violence...

CHAIRPERSON CABRERA: In your report you... In your presentation I don't know if it was you or Chief Harrington, you mentioned that Crew Cut is the most of the NYCHA building...

CHIEF GOMEZ: In some... I said, I said in some. [crosstalk]

CHAIRPERSON CABRERA: Some... [crosstalk]  
You're right. You did say some. And that's... I wrote the question down, how many buildings are we talking about then?

2 CHIEF GOMEZ: Well I really, you know we  
3 have some investigations going so I, I really...  
4 [crosstalk]

5 CHAIRPERSON CABRERA: So it changes all  
6 the time.

7 CHIEF GOMEZ: ... Crew Cut is Citywide. It  
8 does touch on some of housing. I mentioned just a  
9 few minutes ago three takedowns that occurred in,  
10 in, in NYCHA developments in the, in the Bronx.

11 CHAIRPERSON CABRERA: And my last, my  
12 last question is with regards that, we really have  
13 not talked about but it's the taggings, the  
14 graffiti which often is related to you know  
15 territory. How quickly and maybe this is a question  
16 for Carlos, how quickly are these tags and graffiti  
17 repainted over once they're put on the wall. I  
18 can't stand them. I have to tell you I can't stand  
19 graffiti unless it's an artistic form where it  
20 belongs you know...

21 CARLOS LABOY-DIAZ: Well we, we work  
22 really close with the police if not investigation  
23 related to the graffiti we paint it right away.

24 CHAIRPERSON CABRERA: Right away?

25 CARLOS LABOY-DIAZ: Yes.

2 CHAIRPERSON CABRERA: Okay. And then is  
3 there a follow-up in those building, there's  
4 cameras to who did them, who, who...

5 CARLOS LABOY-DIAZ: If we have cameras  
6 we use... [crosstalk]

7 CHAIRPERSON CABRERA: If you have  
8 cameras. Well thank you so much. I'll turn it back  
9 to Madam Chair. Thank you.

10 CHAIRPERSON GIBSON: One quick question.  
11 Are there any plans to expand JRIP?

12 CHIEF GOMEZ: I believe, I believe there  
13 are but I'm, I'm not... it's not under my, my purview  
14 at the, at the moment but there are discussions  
15 and, and plans. It's a great, great program.

16 CHAIRPERSON GIBSON: Yes.

17 CHIEF GOMEZ: Certainly helped turn  
18 kids, kids' lives around.

19 CHAIRPERSON GIBSON: Okay. I'll now turn  
20 it over to Chair Torres.

21 CHAIRPERSON TORRES: I want to thank the  
22 three of you for your testimony. I know I'm  
23 belaboring the point here but... Public safety is  
24 obviously the highest priority for both of your  
25 agencies and we know about, about a quarter of the,

2 about one-fifth of the city's crime takes place in  
3 public housing. And as I said if, if... I don't know  
4 if that's... [crosstalk]

5 CHIEF GOMEZ: I believe it's about five  
6 percent of the, the crime but 20 percent of the, of  
7 the violence like... [crosstalk]

8 CHAIRPERSON TORRES: Okay, 20 percent of  
9 violent crime takes place in public housing. And,  
10 and as I mentioned earlier if NYCHA were a city it  
11 would have the fourth highest crime rate in, in the  
12 country. And yet there is no consistent dedicated  
13 funding stream for security investments in public  
14 housing. And I'm just wondering is there something  
15 wrong with that picture? Is there, is... do you think  
16 that state council, the mayor should make a  
17 priority out of investing more resources in CCTV  
18 and layered access control in our NYCHA  
19 developments?

20 CHIEF GOMEZ: Again that's not... it's  
21 not, it's not under my purview to you know to make  
22 that comment. I, I feel comfortable with the  
23 personnel I have, the 1800 offices. They get  
24 supplemented by, by impact overtime many modules a  
25 week. And one module is one supervisor and eight



officers. So they're, they're out there in addition to, the, you know the regular offices that are scheduled to work. So...

CHAIRPERSON TORRES: When there's a crime on NYCHA property what's the process of informing the housing authority? A violent crime occurs on NYCHA property...

CHIEF GOMEZ: They, they're in our notification system for the, for the, the shooting, the gun, the gun violence.

CHAIRPERSON TORRES: Can, can you walk me through... [crosstalk]

CHIEF GOMEZ: And then, and then the, and individual PSAs, we, we task the, the PSA commander to deal with the development management, the, the tenant associations and the residents to, to spread the, the information, to share the information along.

CARLOS LABOY-DIAZ: I can elaborate a little more. Let's say that we a shooting last night as an example. We have an emergency service department. The police right away notify us. We, we send a page... we work very, we work very closely... I can't remember I think it was borough... Barinkin

2 [phonetic] you know which officers were hurt and we  
3 have a staff that goes out, review the cameras with  
4 the officers and in those two instances we really  
5 have good video that was able to be doing to use to  
6 persecute these, these perpetrators.

7 CHAIRPERSON TORRES: And is that  
8 information... when, whenever you receive notice of  
9 violent crime on NYCHA property is that information  
10 shared with the local property managers?

11 CARLOS LABOY-DIAZ: Yes.

12 CHAIRPERSON TORRES: And how long after  
13 the commission of a crime is that, is that  
14 information filtered down... [crosstalk]

15 CARLOS LABOY-DIAZ: Well you have two  
16 type of information. The, the one that I mentioned  
17 like major crime once we get the information from  
18 the police is processed right. It could take couple  
19 of days depending on the circumstances. When we  
20 have, when they doing vertical patrol and they  
21 identify let's say a broken door or a light is out  
22 usually happen to the, to the property manager  
23 within 24 hours.

24 CHAIRPERSON TORRES: Is information or  
25 intel about street crews is that shared with the

2 housing authority, is it shared with the local  
3 property managers?

4 CHIEF GOMEZ: Not when there's an active  
5 investigation going on.

6 CHAIRPERSON TORRES: Okay. Do you share  
7 any level of information, I know it's sensitive.  
8 You know you don't want to compromise but I  
9 imagine... if, you know if I'm a property manager I  
10 would have an interest in knowing you know what are  
11 the street crews in my housing development, who are  
12 the most violent elements in my housing development  
13 because that intel could help inform my decision  
14 about terminations and all the rest. So how do you  
15 strike that balance?

16 CHIEF HARRINGTON: We're getting the  
17 information about the crews. We've had youth  
18 summits. We have two in every borough in spring and  
19 in, in the fall. But this is something at the  
20 community council meetings, at the precinct level,  
21 and at the PSA level managers come to the meetings.  
22 And any of this information will be shared with  
23 them. I'm sure it's done already with the new PSA  
24 commanders getting it out regularly because a lot  
25 of our information is coming back from management

and, and, and residents who aren't really interested in giving it directly to the police. They'll pass it along to the management and they'll, they'll pass it along to us many times about the crews.

CARLOS LABOY-DIAZ: We, like, like I said we have a really close relationship I, I guess for... securities I... the building. But in instances we have tenants meet with the officers of the grounds work with, with information and their concerns. And that is enough for them to begin investigations. My experience in my last three years is, has been very good. I mean we usually get the people that we're look and we prioritize. You need to look at our testimony including the DA Vance as a, a collaboration. I mean we, we got some information. We share with the police. We share with the DA and they begin the investigations. And we help them through the process. One of the things that I mentioned in my testimony is that in 2011 we created a fastrack. Because used to be a time in the housing authority that it, the police or the DA have a witness and this witness was willing to cooperate. It will take forever for us to move that

person. Now through the expedite process we do that within 24 hours right... And some of the numbers that I saw is out of the... transfers produce more than 400 arrests right... And those are things that we don at a local level. Sometimes the manager goes to the monthly meetings and, and exchange that information. And, and, and something that DA Vance mentioned is you prioritize the cases. The key cases that you need to get to those other ones that, that you surely move...

CHAIRPERSON TORRES: Yeah, I'm going to guess my, my primary concern is the flow of information from the NYPD to NYCHA whether NYCHA is equipped. Because obviously you have far more intel about criminal elements and public housing. And I just want to emphasize that it's a small select set of tenants and some of them don't even live in public housing who are, who are driving most of the violence. So I just want to put that disclaimer out there.

CHIEF GOMEZ: Correct.

CHAIRPERSON TORRES: But it would seem to me that if I'm a property manager I would have an interest in knowing who are these elements. And

I would want to target them for termination. So... I mean I, I think you mentioned a PSA meeting but I hope that NYCHA's ability to obtain this information does not depend on the property manager attending a precinct council meeting I mean...

CHIEF GOMEZ: No, I'm sure there's a, a good flow of information between commanders and management. It just says there is in precincts where you know you, your staff and the precinct staff are always in, in, in contact with, with each other. Certainly any major incident that occurred in, you know in the four six or the five two I personally would call you know the, you know the, the council member and assemblywoman at the, at the time. So that's how a lot of this information is shared... [crosstalk]

CHAIRPERSON TORRES: Yeah I want to avoid belaboring but I feel like that depends heavily on the quality of the relationship between the local precinct commander and property manager. Is there something that's done centrally to ensure that there is continual communication between a local property manager and a local precinct commander.

2 CHIEF GOMEZ: The, I, I think I just, I  
3 think I just answered the... [crosstalk] question.  
4 It's not just the, the commander but you know  
5 anyone and the, and the commander... Could be the  
6 community affairs officer that, that that has a  
7 contact with the, with the manager or anyone in, in  
8 your staff. Information is, is pretty free flowing  
9 these days. These are the days of sharing and, and  
10 collaborating.

11 CHAIRPERSON TORRES: I noticed the, the  
12 District Attorney mentioned an exterior lighting  
13 assessment I believe under the Saint Nicholas. Was  
14 that for only East Harlem or was that for the, for  
15 the city at large.

16 CARLOS LABOY-DIAZ: Well we as part of  
17 our security... doors, lighting is something that we  
18 monitor weekly. We look at the service levels of...

19 [background comments]

20 CARLOS LABOY-DIAZ: What? Sorry. As part  
21 of our maintenance and repair initiative doors and  
22 lighting we look at them almost daily. We're  
23 looking to reducing our service levels of repairs  
24 because we know the importance of having that door  
25 lock and having that lighting is to the security

2 the first of the neighborhood. Well we have that,  
3 we, we have done that in many properties, not only  
4 Saint Nicholas.

5 CHAIRPERSON TORRES: I actually have  
6 more questions but for the sake of time I will  
7 delay the question.

8 CHAIRPERSON GIBSON: Well just one thing  
9 that the, that Chair Torres touched upon. I think I  
10 understood what you were trying to allude to. In  
11 many of our NYCHA developments there isn't  
12 necessarily an organized body of leadership. So in  
13 terms of getting that information out there first  
14 the websites and all the other mechanisms are great  
15 but most of our districts everyone doesn't have  
16 internet access. So that's the first challenge. And  
17 then I know precinct councils with local taskforce...  
18 I started a taskforce in Forest houses and we meet  
19 twice a month and we get you know the stakeholders  
20 but we try to get not just the same people you see  
21 but we try to gather more people. Because the  
22 reality is a lot of people are frustrated and they  
23 want to do more, they just don't know how. And so I  
24 guess the communication can always be improved. Not  
25 every development has a TA leader. And not every,



everyone has you know that, that point person. But I know, I can speak for many of my colleagues. I talk to people and the word of mouth is the greatest, greatest thing. And that's where our community affairs officers, a lot of our youth officers walking around in the community, walking the beat is a good thing because that's how you get information out. So I guess I just want to you know encourage you. As we continue to disseminate this information we really have to be creative because the old approaches don't necessarily work. And we have to really think out of the box. Not everyone has a computer, not everyone can get out. We have a lot of people stuck in their communities and they don't go any places. I know I visit my senior centers and my community centers that are on NYCHA property quite a bit because that's how I can get information out to the larger body. And then using you know the community boards as a way to share information is always helpful as well. And that can only help you further do your job. So just wanted to put that out.

CHAIRPERSON TORRES: And I just want to add one more... my experience is anecdotal. But I

2 just, in my experience there's, I have not found  
3 communicative relationships between NYCHA property  
4 managers and precinct commanders. Now my, that  
5 could be unique to my own experience but I...

6 CHIEF GOMEZ: PSA, or PSA Commanders.

7 CHAIRPERSON TORRES: No... and actually,  
8 and I want to ask that question. Not every NYCHA  
9 development has a PSA and I'm wondering...

10 CHIEF GOMEZ: Right.

11 CHAIRPERSON TORRES: ...why is that? And...

12 CHIEF GOMEZ: Good, good, good question.  
13 The, the housing bureau, the nine PSAs we, we  
14 patrol... There's 334 developments, little more than...  
15 334 is a number. 255 of them are, are covered by,  
16 by the, by the Housing Bureau. The balance I  
17 believe was 70, 75 each covered by Patrol Services  
18 Bureau. Like, like in the, in the 49<sup>th</sup> precinct or  
19 the 48<sup>th</sup> precinct the developments there are not,  
20 are not under my auspices. They would be under the,  
21 the Precinct Commander and the, and, and the  
22 Borough Commander. Same thing with the, the four  
23 four and the, and, and the four six. But those  
24 commands they do have supervisors and, and officers  
25 dedicated to those development. I know in the, in

2 the 49<sup>th</sup> precinct it was a very robust unit. It was  
3 one Sargent and, and ten, ten police officers.

4 CHAIRPERSON GIBSON: Thank you. Thank  
5 you Chair Torres. I want to acknowledge the  
6 presence of Council Member Espinal and Council  
7 Member Barron. And now we will hear from our New  
8 York City Public Advocate Tish James.

9 PUBLIC ADVOCATE JAMES: First let me  
10 thank the chairs for allowing me to say a few  
11 words. To Chief Gomez, Chief Harrington, Executive  
12 Vice President Laboy-Diaz it's great to see you.  
13 But it would have been great if Commissioner  
14 Bratton would have been present at this hearing  
15 given the fact that in the last five years major  
16 crimes in public housing rose 31 percent. And last  
17 year alone major crimes increased seven percent.  
18 And the increase in crime is clearly more  
19 significant in public housing developments than it  
20 is in the rest of the city. And obviously there... it  
21 causes great concern to this body as well as to  
22 this public advocate. And the statistics that you  
23 cited reinforce what has become a, a pattern of  
24 neglect for the 412 thousand people who live with  
25 these conditions every day. In some developments

major crimes have doubled making the threat of victimization a daunting everyday reality. For example at Ingersoll houses in my former district crimes rose 118 percent since 2009. And the problem is urgent. The crime statistics at NYCHA facilities across all five boroughs are dramatic. Over the last five years robberies have increased 24 percent, assaults 40 percent, and grand larceny is up an astounding 51 percent. These dramatic increases stand in stark contrast to the reduction in crime that the rest of New Yorkers have enjoyed during the same period of time which is why Commissioner Bratton's appearance today should have been warranted. Residents are trying to address this problem by requesting transfers and housing alternatives. But with three percent turnover and a vacancy rate of less than one percent it is clear that the demand for public housing efforts affords very little options to these residents. And so we need to do better for these residents. And so we need to take a hard look at the current policing strategies for our public housing developments. I know you've mentioned a number of suggestions. Sky towers unfortunately I don't believe are, are,

cannot do it alone. Vertical and lateral patrols cannot do it alone. Cameras... and I was the first council member to put forth funds for cameras. They cannot do it alone and impact zones are not, cannot do it alone. I think we need to look, take a look at police service areas. You, and it's a great segway. They are under resourced, under staffed, and unfortunately cannot, are not in a position to address the needs of almost half a million New Yorkers. I believe someone mentioned that you have 1800 officers within PSA. My information is that you have perhaps a little bit larger number. But is it in fact 1800 members in PSA?

CHIEF GOMEZ: 1807 members assigned to the, to the Housing Bureau. There, there might be another 200 assigned to vipers. But they, they don't go out on patrol. They may be on restricted or limited duty. But there's 18 hundred strong, 1807.

PUBLIC ADVOCATE JAMES: 1807 members to patrol 412 thousand people in the city of New York. It's clearly inadequate. And let me also know my, my statistics in my data, my research reveals that although domestic violence is up there in fact is

2 only 36 officers assigned to the domestic violence  
3 unit within PSA. Is that true?

4 CHIEF GOMEZ: There are four in each of  
5 the nine yes. That, that is correct.

6 PUBLIC ADVOCATE JAMES: So yes, so 36.  
7 Let me also say and I think this is probably  
8 something that we should really examine. The  
9 physical scope of PSAs is a huge issue. The total  
10 PSAs are taxed with patrolling 100 sites just in  
11 Brooklyn and they spread across 96 square miles.  
12 PSA 1 for example encompasses three precincts alone  
13 and covers a geographical range from Brighton Beach  
14 in Coney Island to Red hook. The footprint that  
15 these officers have to cover is impossible and  
16 unrealistic to manage in an effective way. The  
17 system of police service is a concept established  
18 almost four decades ago and needs to be  
19 reconfigured because it's just not working to  
20 maintain the basic standards of public safety.  
21 Brownsville obviously, obviously needs to have  
22 several PSAs and East Harlem as well. And so we  
23 must prevent crimes like the three robberies that  
24 happened last month at gunpoint. The victims were  
25 three innocent teenagers at the Bay View houses as

well as what happened in my former district at Ingersoll where several seniors were tied up and robbed. We really need to look at the PSAs, how they're configured, their physical scope and whether or not we have sufficient staffing to address this problem and let me add whether or not we're providing resources to all these preventive programs that preempt crime on the ground. And so I joined, joined with... I renew my call for adding more police officers and I join with Speaker Melissa Mark-Viverito as well as Chair Cabrera, Finance Chair Ferreras, Public Safety Chair Gibson, Chair Torres, Council Member Vacca, and all the Council Members here and urging that we increase staffing for NYPD obviously to make up for the loss of police officers who have retired and who unfortunately have filed for disability. And we should focus primarily on PSAs and increasing the staff of PSA. If you only have 1800 officers, 1807 excuse me for 2,563 buildings that's less than an officer a building.

CHIEF GOMEZ: Again some, some developments are covered by patrol services bureau.

2 PUBLIC ADVOCATE JAMES: Clearly that  
3 being said, although clearly of the 25 63 some  
4 buildings have their own, are covered by precincts.  
5 Even if you take out those that are covered by the,  
6 their own precinct, the 75 it's still less than one  
7 officer per building. And so clearly with all due  
8 respect to all of you who are here and the fact  
9 that you put your lives on the line and I  
10 appreciate all that you do I want to join with the  
11 City Council in supporting this effort to increase  
12 the number of police and I believe that we should  
13 take a hard look at PSA going forward, how it's  
14 structured, how it's set up... The fact that we, when  
15 they removed housing police from NYPD that  
16 integration really had an adverse impact on NYCHA  
17 residents. In fact in my district and all  
18 throughout central Brooklyn and other parts of the  
19 city of New York individuals say that the only time  
20 that they see police are in their cars when they  
21 drive through and they do the patrols. When, when  
22 in fact NYPD had its own housing bureau residents  
23 of public housing said they knew their names, they  
24 had a close relationship with them. They had a,  
25 there was confidence, they could trust them, they



had a relationship with them. And right now under the current situation they just don't have that. I think it's high, it's, it's time, it's, it's overdue for us to review PSAs, how they're constructed, the physical scope, and the staffing levels. And, and if we look at all of that I think that would go a long way in addressing this increase in crime in the city of New York. And, and if someone could also, and I'm sure you will if you haven't already done, someone's already texted the commissioner just let him know how disappointed I am that he is not here at this hearing. I have no questions but I thank you.

CHAIRPERSON GIBSON: Thank you very much Madam Public Advocate for your presence here today. And the public advocate raised a really, really important point about PSAs because I represent PSA 7 in the Bronx and not only does it include my eight NYCHA which are tough NYCHA developments but also all of the NYCHA in the four oh which is an incredible amount of residents so... And in addition to looking at, and that's something that this body and, and public safety will be looking to work with Commissioner Bratton on an assessment of PSAs and

how we've, we resource the work force to PSAs and how they're, they're zoned in terms of population. But I also argue community affairs officers. Our precincts have two officers and I know those are the officers that most of my constituents know because they come to every meeting, they're around, they're great, they're incredible, but they're only two. So when someone's on vacation, they're out sick, we're stuck with one, we have zero... And that's also something I think we should take a look at is how we can possibly staff our community affairs units in each precinct greater. Because it allows residents to work hand in hand with law enforcement, engaging in partnerships, and also the visibility. Those are the officers that are on the ground, that are responding. When there's something happening they call me. And I want to make sure that we look at how we can engage and provide more resources. So I think those are two critical areas that I would like PD to look at as conversations continue. Next we will hear from Council Member Treyger.

COUNCIL MEMBER TREYGER: Thank you Chair Gibson, Chair Cabrera, and Chair Torres for having

2 this very important hearing. Let me first say to  
3 Chief Gomez that I, I believe that we are  
4 definitely in, in great debt to the work service  
5 and sacrifice of your members. Police Officer  
6 Garret [phonetic] really fought to save lives in my  
7 district in Coney Island and his sacrifice... you  
8 know it's something that's very dear to the  
9 residents in Coney Island, the fact that these  
10 officers really risk their lives. And I just wanted  
11 to extend my sincere, my condolences but my thanks  
12 to the service of the members of your department.

13 CHIEF GOMEZ: Thank you Sir.

14 COUNCIL MEMBER TREYGER: Having said  
15 that I, I just want to just definitely echo the  
16 comments of the public advocate that we really need  
17 to examine the, the personnel numbers this, the new  
18 administration has the term community policing has  
19 this term about building community partnerships and  
20 relationships. I don't believe that we have the  
21 adequate personnel numbers to make that happen. I  
22 have in my district Coney Island I have Marlboro  
23 Houses PSA 1 covers basically this chunk. And those  
24 people who I do work with are wonderful. And but  
25 the issue that I see is that there's just not

1 enough people on the ground to establish those  
2 vital community relationships. I mean PSA 1 is  
3 mentioned by the public advocate covers a lot of  
4 ground. They go from Red hook all the way down to  
5 Coney Island. And I have quite a bit of NYCHA  
6 complexes here in my, my district. Can you honestly  
7 can you speak to the numbers that you feel... do you  
8 feel that you have the adequate number of personnel  
9 to meet and address the safety needs of all these  
10 residents?  
11

12 CHIEF GOMEZ: As I stated earlier the  
13 1807 officers we have now, I looked back several  
14 years that number has been relatively constant. You  
15 know the department is down six or seven thousand  
16 officers...

17 COUNCIL MEMBER TREYGER: Yeah.

18 CHIEF GOMEZ: ...department wide. We  
19 supplement that shortage by giving out overtime,  
20 impact overtime, violence reduction overtime, and I  
21 get a good amount of that. Just, just last week  
22 alone I got 17 modules of that overtime. That's 17  
23 supervisors and 17 times eight police officers. Do  
24 the math, that's another 100, I think 126 officers  
25 that supplemented the, the existing coverage. So

you know as to personnel needs I... the number, the number has been, has, has been, has been constant. I, I feel we supplement it with the, with, with the overtime as, as well as we need and I, again I have to comment the, the entire department is down six or seven thousand including narcotics division, detective, detective divisions.

COUNCIL MEMBER TREYGER: Yeah and, and I, I would just say that I, I don't think overtime is a sufficient strategy to deal with this. And, and that's why I, and I appreciate you recognize that the Department is down several thousand officers and I, and that's why I certainly you know I, I question the administrations' position. I'm not supporting the additional hiring of more officers to meet the needs of, of, of our, of our residents. But I do want to say that those people that we do have on the ground I have found to have... I've built great relationships with but we need more of that. Because to me it's not just about... you can't just arrest your way out of these problems. I do believe in building community partnerships, community relations but we need personnel to make that happen. And there is, I'm

2 just telling you that at least for my district, I'm  
3 sure from other district areas as well we have a  
4 need for additional personnel. And I'm just letting  
5 you hear that. I'd like to turn my attention if I  
6 may to Mr. Laboy. You had mentioned about... there's  
7 programs with jobs plus in some certain NYCHA but  
8 not all is that correct?

9 CARLOS LABOY-DIAZ: We have nine  
10 locations.

11 COUNCIL MEMBER TREYGER: Nine locations.  
12 Do you have any locations in, in Coney Island?

13 CARLOS LABOY-DIAZ: No.

14 COUNCIL MEMBER TREYGER: Mr. Laboy are,  
15 there is obviously my district and other districts  
16 sustained quite a bit of damage as you know from  
17 Superstorm Sandy. And there is, there's funding  
18 that is coming down from HUD and there are Section  
19 3 regulations that, that raise, basically dictate  
20 that the use of that, piece of that money has to be  
21 used for job training and, and employment for, for,  
22 for certain you know areas below certain AMI. Are  
23 you familiar with Section 3, the HUD requirement?  
24 And what efforts are being undertaken by NYCHA to  
25

2 implement that in districts like mine and Coney  
3 Island?

4 CARLOS LABOY-DIAZ: I mentioned in my  
5 testimony about all the hiring that we have  
6 conducted especially in the entry-level jobs and  
7 that more than 50 percent is resident from public  
8 housing that exceed by far all the, all the HUD  
9 requirements. That's about what our specific hiring  
10 have to do. Also I mention in all our contracts,  
11 you know some of the jobs that I mention here, over  
12 2,000 jobs created last year is related to the  
13 contractors doing work for the housing authority.  
14 And we can provide you a breakdown... [crosstalk]

15 COUNCIL MEMBER TREYGER: If I may Chairs  
16 just... the issue though is that it was complexes  
17 like Carrie Gardens, Gravesend Houses... that, in  
18 Coney Island that sustained a lot of damage by  
19 Sandy. What is NYCHA doing to engage those  
20 residents there to help train them to get the jobs  
21 to help rebuild their own neighborhood? And I  
22 remind you that these are HUD requirements and what  
23 is the city doing to follow the rules that are set  
24 forth by the federal government?

2 CARLOS LABOY-DIAZ: In 2013 when we had  
3 the state grant the state grant required that all  
4 the people that we hire were from the affected  
5 area. We hire more than 200 people to help us do  
6 the cleanup and janitorial efforts of properties in  
7 Coney Island, Red hook, and Far Rockaway. We also  
8 have as part of our relief program have done  
9 outreach in these neighborhoods including Coney  
10 Island. I don't have the detail with me of the  
11 efforts from the reliefs and how many meetings we  
12 have in the area on the specifics of what they're  
13 doing but I'm more than gladly provide that  
14 information.

15 COUNCIL MEMBER TREYGER: In closing  
16 Chairs I really need to follow up with NYCHA to  
17 make sure that we are in compliance with federal  
18 regulations and to definitely engage residents in  
19 making sure that they get the training that they  
20 need to help rebuild their neighborhoods post Sandy  
21 and to be in compliance with Section 3 of HUD  
22 regulations. Thank you Chair.

23 CHAIRPERSON GIBSON: Thank you very much  
24 Council Member Treyger. And next we'll hear from  
25 Council Member Inez Barron.



2 COUNCIL MEMBER BARRON: Thank you. I  
3 want to thank the Chairs Gibson, Cabrera, and  
4 Torres for providing this forum for us to hear from  
5 each of the panels that's been called and that  
6 we'll be hearing from. I grew up in public housing,  
7 Fort Green Projects as it was called then which is  
8 now separated out into Walt Whitman and Ingersoll.  
9 So I'm very familiar with what it was in the 1950s  
10 because that's when I was growing up there. What is  
11 the coordination that we can expect between the PSA  
12 and the local precinct? For the district that I  
13 represent it's the seven five. And the reason that  
14 I ask the question is that you may recall there was  
15 a young child who was missing for a few days and he  
16 was thank fully found safe. But he endangered  
17 himself as young children are, they do things  
18 thoughtlessly and put themselves at danger. But my  
19 understanding is that the PSA should have notified  
20 the precinct immediately so that the detectives  
21 could begin to do the work that they do. And I  
22 haven't met with the PSA Director yet, their  
23 captain their yet but I've met with the precinct  
24 and it seems that there was a type of delay, a lag  
25 in that happening.

2 CHIEF GOMEZ: I'm not familiar with,  
3 with that incident, I don't know when it occurred  
4 but I'll speak to you after the meeting...

5 COUNCIL MEMBER BARRON: Okay.

6 CHIEF GOMEZ: Yeah but they, they should  
7 be when, when any serious incident or somebody's,  
8 is missing obviously we want the, not just the PSA  
9 officers looking for the individual we want all the  
10 surrounding precincts looking for the, for the  
11 individual. I'll find out what happened and, and  
12 get back to you.

13 COUNCIL MEMBER BARRON: Okay. And  
14 secondly vertical patrols. There was a tragic fatal  
15 incident that you may recall that occurred during a  
16 vertical patrol and the victim was Timothy  
17 Stansbury, a young boy who was going across the top  
18 because he was going from one fifth floor apartment  
19 to another fifth floor apartment rather than go  
20 down and use the elevator which was broken he went  
21 up and across and he was fatally shot. What is the  
22 training that officers get that prepare them for a  
23 sudden encounter with someone who's unarmed with no  
24 criminal activity going on? What is their training  
25 to prevent those kinds of incidents from recurring.

2 CHIEF GOMEZ: Well I remember that  
3 incident. I think that was in 2002 maybe. It was a  
4 long time ago. Training resulted, emanated from,  
5 from that incident and basically part of the  
6 training included don't un-holster the, the... you  
7 know the weapon as, as, as you're going up, keep  
8 the finger away from the, from the trigger. But all  
9 of our officers receive comprehensive training in,  
10 in, in vertical patrols; how did he, how to conduct  
11 it, you take the elevator up, you work your, your  
12 way down... you know what, what questions to ask  
13 individuals that you encounter on, on your way down  
14 to see if they're legitimately there or, or not.

15 COUNCIL MEMBER BARRON: You talked about  
16 I believe it was you Officer Gomez, Captain Gomez,  
17 what's your title?

18 CHIEF GOMEZ: Chief.

19 COUNCIL MEMBER BARRON: Chief, I  
20 apologize. Chief Gomez that the Juvenile roberts  
21 [phonetic], robbery...

22 CHIEF GOMEZ: JRIP yes.

23 COUNCIL MEMBER BARRON: JRIP has a  
24 program where they involve the parents and they  
25 work with parents of these young children and work

towards job placement. Do you have any numbers as to how many... It says the second is provide social services as well as educational and job opportunities for them and their families. Do you have any statistics as to how many persons were successful in getting a job?

CHIEF GOMEZ: No I don't have that.

COUNCIL MEMBER BARRON: Okay. If, if you could I saw the other information in another report which talks about Job Plus and the question that I have regarding that is that it says 99 painter apprentices were hired. Are these permanent jobs?

CARLOS LABOY-DIAZ: This is a partnership that we have with City Council. We had some money assigned last year to create this program. It's, the funding is for one year. But the, the, the program that was designed with the union is not... union members... if we don't have more money there will still be part of some, somebody else apprenticeship program.

COUNCIL MEMBER BARRON: So these are one year programs?

CARLOS LABOY-DIAZ: So far it's a one year program yes.

2 COUNCIL MEMBER BARRON: And what I've  
3 been told is that the apprenticeship programs don't  
4 necessarily evolve into the workers getting into  
5 the unions and that there's a big gap there.

6 CARLOS LABOY-DIAZ: This particular one...  
7 [crosstalk]

8 COUNCIL MEMBER BARRON: Yes.

9 CARLOS LABOY-DIAZ: ...has been in  
10 collaboration with the painters union. This one  
11 does.

12 COUNCIL MEMBER BARRON: Oh, great. Okay,  
13 very good. And finally I hear my colleagues calling  
14 for more police and I refer to I think a statement  
15 here where it says the best cure for a bullet is a  
16 job, nothing stops a bullet like a job. And that's  
17 the position that I have. I think that as we put  
18 more money into programs that provide for job  
19 training and lead to job placement and that as we  
20 have more programs where students are involved and  
21 we have expressions for their artistic and athletic  
22 abilities and mentoring programs and programs such  
23 as the one that exist in my community Man Up which  
24 is run by Brother Andre, Andretie [phonetic]  
25 Mitchell. Those are where we can get to see real

results, programs that are operated by people that are known and trusted by community residents and that have proven to be very, very effective. And so I, I agree that we certainly need to have the public safety component. But I think that getting to the causes of the manifestations of some of this negative behavior would be much more productive in keeping our society safe. And the other thing I have to say is someone has said that there's been a shift from stop and frisk to stop and fish so that someone who is spitting on the sidewalk or jaywalking or riding their bike on the sidewalk now becomes the object of a police stop. They're not being frisked because they were in fact breaking some minor rule but now their name is being run, and now they're being put through the system and they're trying to see is there an outstanding warrant. And so I think that Commissioner Bratton has now put another focus on police interaction with citizens who are basically law abiding but perhaps breaking some minor rule and creating another mechanism whereby people are being put into the system because they get a desk appearance ticket that they don't respond to and then they are

2 the subject of a warrant. So I have a great concern  
3 about that.

4 CHAIRPERSON GIBSON: Thank you very much  
5 Council Member Barron. Next we'll hear from Council  
6 Member Jumaane Williams.

7 COUCIL MEMBER WILLIAMS: Thank you. I  
8 got to get my thoughts back together a little bit.  
9 But thank you and I'm sorry I miss... I'm good. I  
10 missed some of the testimony. I got five minutes  
11 okay. Just to piggyback on what Council Member  
12 Barron was saying. I do believe that the big issues  
13 with the abuse of the stop, question, and frisk  
14 just happen to be the most palpable of the day. So  
15 it's just about over policing usually of black and  
16 brown communities. And I don't want that to switch.  
17 Now hopefully we've stopped a lot of the abuse of  
18 stop, question, and frisk. I don't it to switch to  
19 something else and I do believe that we have to  
20 change and I spoke about it earlier. The monicome  
21 of how we discuss public safety and that the police  
22 department is one partner in that. They are in  
23 charge of law enforcement. But all the other  
24 agencies has to come into play. We have to bring  
25 the DYCD. We have to bring in Department of Mental

Health. And I'm hoping that continues. I do support Man Up and, YSOS and I Love My Life is here, and programs like that. They have to do that on the ground. They have to be supported by more resources. I do believe also that the police department has to do their job. And my hope is that they'll refocus their energies into more what I call focus turn strategies and working collaborative with other agencies as opposed to what they were doing before. So I get... I am encouraged a little bit by the discussions that I'm hearing more often about how they plan to do it. I had a question about Operation Crew Cut which I am supportive of but I know that they are, they're all people who still have some questions about it. I was, I was... The only thing I was really disappointing in and I'm, I saw that to address the shift... paradigm Operation Crew Cut combines personnel from precincts, Community Affairs Bureau, Detective Bureau, Gang Division, and Intelligence Bureau. But I didn't see any other agency there that might be helpful. And once you've identified a target area or a target person like the other agencies like the DYCD or Department of Mental



Health to help with that or even agencies that can provide jobs. So I had two questions. One, how are you working with other agencies? Is job and educational components really a part of Operation Crew Cut also and ancillary, ancillary... I said that wrong, that word wrong an-cill-ur-aly, is that right? Ancillary. And then lastly I just want to be walked through when you identify a person or you identify a, a crew what does that look like? What happens from start to finish and how do you identify them?

CHIEF GOMEZ: Yes I'll begin with the latter part of that question. Basically we get information from FIOs, field intelligence officers and, and commands also from detective squads. And we look at past acts of violence especially, especially the gun, the gun violence. And we come with a, we do a little history of the, of, of the violent acts that these, that these crews have engaged in. And we identified the crews. We've, we do a chart with their hierarchy if there, if there are, if there is a hierarchy. We list the, the offences they have, they have been arrested for. We, we list if they've been shooting victims or, or

shooters themselves. And then, then we see if there's a criminal enterprising in many case... criminal by that I mean are they selling drugs, are they, are they engaged in, in, in prostitution. We find out in many cases that, that that hasn't, that hasn't been the case. And then we also see that many times these crimes are, are not, are not prosecuted. They may be arrested for it but the individuals, the, the victims they refuse to, to cooperate against their, their assailant. So they're never brought to justice for the, the shooting or the, or the robberies especially the, the shootings. So we, we use social media. We use you know Facebook, twitter, other forms of social media. Some of these accounts are open, open to the public. If they're not we get, we get search warrants. We also listen to telephone calls from, from Rikers Island which we are entitled to do. And we come up with a, what we call a like conspiracy case. We actually don't charge the, the individual with the shooting or the act of violence. They get charged because there is no complainant. The victim in many cases reneges, refuses to, to cooperate. But we, we get a, we get a prosecutor whether it be

a local or county prosecutor. It could be a special narcotics or it could be federal district prosecutor. We present all the, all the evidence to, to a grand jury and they basically get indicted for conspiracy to commit murder, conspiracy to commit assault, conspiracy to possess the, the firearm. Based on we uncover in these, in the, in the social media and, and I've seen many of them myself and you see, you see the, the buildup, that leads to the, to the act of violence, it could be an act of disrespect on the street, an act of disrespect on the social media but in many cases they, they discuss what, you know what the plan is and, and, and how they did it and, and, and, and what happened... And that's how we get the conspiracy charges brought, brought against them.

COUNCIL MEMBER WILLIAMS: And then the first part of the question was how you, are you working with other agencies so that when you find the crew or the, the area that the crew is, it's filled with other resources that can be used by the young people whether it's jobs, whether it's training, whether it's mental health services...

CHIEF HARRINGTON: The testimony from earlier, from District Attorney Vance highlighted a lot of that. And now... Deputy Commissioner of Collaborative Police and Sue Herman, Commissioner Bratton's put that forward as, as, we're not just the enforcement... There are social services and things out there. And really we're looking at these crews. You, you have some, some bad guys in them. But there are kids who just happen to live, live in that neighborhood. Then they're looking for something else to do. They're not actually criminals. We're offering them other opportunities. You know are you juvenile justice division as you know a bunch of resources that they were partnering with the DOE and numerous other agencies throughout the city where they're working with these guys and have... I said earlier the youth summit they run in each borough twice a year. And they're trying to let the, the parents and, and community know hey these crews are out there. If you see something identifying your son or daughter please let us know and we, we can give you alternatives to that.

COUNCIL MEMBER WILLIAMS: I thank you Madam Chair. I do have a bunch of questions but I

know my five minutes is up so... And I came late so I just want to say thank you. But I am interested in really making that second part just as important and just as enforced as the, the first part. And sometimes it's not so I'm really interested in trying to see that happening. And just lastly I'll say as we're coming up to the summer I know NYCHA residents are going to be hanging out in their, their areas and they're having a good time and hoping that we'll be focused on... whether it's JRIP, I wanted to ask a question about that but I don't have time, making sure that we are doing the law enforcement part without preventing those families and those young people to enjoy their communities in a way that everybody else would. So thank you very much.

CHAIRPERSON GIBSON: Thank you very much Council Member Williams and I too share the concerns. And I think that's really the critical reason why we're having this hearing at this time in this season because we know we're embarking on a hot possibly summer season. And we're trying our very best to understand how these programs work and what we can offer as approaches and ways that we

can expand and improve and address a larger population. As I said earlier it's incredible that we have all these wonderful programs but yet most of the crime is happening right in public housing. And so I know it's cause for great alarm and it's really a call for action. It's a call for action to find out what's happening, what's wrong, where are the outliers and what we can try to do to figure out you know what's going on in terms of addressing a lot of those issues. I just had just... and I'm trying to get you out of here Chief, please be patient, in terms of Operation Crew Cut is there any specific uniqueness about the program that falls specific to public housing or is it a broad program that applies really across the board? Your mic's not on.

CHIEF GOMEZ: It's a citywide program and it does touch on, on, on housing. We've had, as in your district we've had crew takedowns that did not involve housing, the 280s and, and, and, and, and the 6wild..

CHAIRPERSON GIBSON: Right. Well I guess what I was trying to get at is because public housing to me is such, it's a unique challenge in

itself. And yes a lot of the take downs have happened in my district but not all of them started in NYCHA. Some of them were in NYCHA but they spilled into the local community. And then they gravitated into other parts of the district whether it's Burnside money makers, the river park folks, the 280 crew, the Mont haven crew... I've learned them all because they all are relative to my district because... You know and I asked the question earlier it continues to grow and grow. Yes we're capturing those folks at the top but then there's a hierarchy, people are stepping up and assuming that new role. And it's only to me gravitating even more. And so what I wanted to see is within this program is there anything that we have identified as something, it's very unique to NYCHA public housing residents specific as a way to target. Because we've seen the crime is all over but it's really relative in public housing. That was my question.

CHIEF GOMEZ: Not all, not all the, the takedowns have occurred in, in, in public housings. Some...

CHAIRPERSON GIBSON: Right.

2 CHIEF GOMEZ: Many don't even touch it.  
3 You know many... each one is different. Each one is  
4 unique and, and, and different.

5 CHAIRPERSON GIBSON: In addition to  
6 JRIP, in addition to Crew Cut are there any other  
7 initiatives or anticrime strategies that you have  
8 at your disposal that you're using now to address  
9 gang activity?

10 CHIEF GOMEZ: Well we have, as Chief  
11 Harrington said we have, we have youth summits in  
12 which community affairs especially commissioner  
13 O'Conner. He, he goes to different boroughs and,  
14 and discusses the, the perils, what could happen to  
15 you if, if you, if you join a gang. The, it's not  
16 just open to the youth. We encourage parents to  
17 attend. These forums have, these summits have been  
18 held in, in all the boroughs. I, I vividly recall  
19 you know three that... had in, in the Bronx just in  
20 the, in, in, in the last, in the last year.

21 CHAIRPERSON GIBSON: Is that a recent  
22 program with the youth summits?

23 CHIEF GOMEZ: I'm going to say about two  
24 years... about two years, two years old.  
25



2 CHAIRPERSON GIBSON: Have we seen  
3 success with them thus far?

4 CHIEF GOMEZ: Well we have, we have...  
5 sometimes you can't measure, you can't measure the,  
6 the success. Again it's, it's an open forum, it's a  
7 summit, parents come, kids come. And it's really  
8 mostly geared towards the, to the parents. You know  
9 what to look for, what indicators to, to look for,  
10 to see if, if your child may be a member of a crew  
11 and a gang. You know stay on top of their social  
12 media. Look for graffiti in their, in their  
13 notebooks. See who they're, see who they're hanging  
14 out with. So a lot, a lot of it is educational,  
15 preventive, and... but unfortunately I, I wouldn't  
16 know how to, you know how to measure it.

17 CHAIRPERSON GIBSON: Okay. [crosstalk]

18 CHIEF GOMEZ: ...continues. These, these  
19 summits you know will, will continue.

20 CHAIRPERSON GIBSON: Right, well I guess  
21 for my own knowledge I just learned about these  
22 youth summits a few months ago. And my office has  
23 been working, well with our local precincts on  
24 promoting it. And you know I talk about  
25 communication because it's the best way we can get

information out. And that information is not out about youth summits. Most parents know nothing about it. Even with the youth summer camp that's now... you're embarking on. I mean these are programs that can really help but we have to get it out to the population that's in most need of it. And so I am certainly committed to working with you to promote the youth summits. I think they're great opportunities to bring parents...

CHIEF GOMEZ: Mm-hmm. They are.

CHAIRPERSON GIBSON: ...and young people to the same table. And really have an active engagement. Man Up, other programs that are really, really good. I have to, I have to mention one program that we started in the Bronx called C-Ball. And it started in Forest in the four two and it's a program where we have basketball tournaments once every month and we have law enforcement playing basketball with the community. And we come out every month and we, we started in forest and we're going around the entire borough board by board and it's a way to engage. We had the district attorneys playing the community. We had elected officials. I did a first tossup which was really, it, it was

really a positive outlook because so many young people their only perception is a negative one because of the past. And we understand that has happened but we have to move forward. But it's hard to get young people and young adults to see law enforcement in a different light unless we show them something. And that's been the problem. They haven't been shown anything that's different than what they know. So while I appreciate and I applaud all of you know the effort I just feel like we have so much more to do. And I know that you're committed, our commissioner's committed because the reality is, is if we don't do something then we're going to have a, a further crisis on our hands. I guess the one other question I had and that was for NYCHA. You, Mr. Diaz you talked about some of the enhancements on the developments like lighting. How do you determine where you would provide some of these enhancements? Do you get... do you work with PD in terms of the crime data to determine yes we need additional lighting here but then do you also follow-up and after that implementation determine if it has been successful or not?

2 CARLOS LABOY-DIAZ: We, we do couple of  
3 things. Number one we, we repair whatever is  
4 broken. However as part of the conversations that  
5 we have with the police department, especially when  
6 we talk about the cameras, we look at the areas in  
7 which they require more lighting, they require some  
8 kind of adjustments in our systems. And we actually  
9 follow up at the local level meaning the manager  
10 and the borough director usually with the PSA.

11 CHAIRPERSON GIBSON: Okay. Council  
12 Member Torres did you have anything...

13 CHAIRPERSON TORRES: Just... I have a  
14 question about the Jobs First Center. How do you,  
15 how do you go about deciding which developments  
16 will have the Job First Center. Does the crime data  
17 factor into the equation at all or...

18 CARLOS LABOY-DIAZ: Well I was looking  
19 at the, at the numbers... It's a combination of  
20 factor... published last year and we, we, you know  
21 the city the one that signed the locations. However  
22 we recommended places that have a high  
23 unemployment. We look at that statistic. And some  
24 of them match some of the areas for example that DA  
25

2 Vance was mentioning earlier in the testimony. I  
3 can share that information with you later yes.

4 CHAIRPERSON TORRES: And yeah, and I  
5 actually spoke to the district attorney earlier  
6 about using intel not only to inform policing and  
7 prosecution but strategic placement of youth  
8 programs and social services. And so I don't know  
9 if you're in position to answer this question Chief  
10 Gomez but do you feel like the NYPD I guess is  
11 playing a role or can play a role in providing  
12 intel that, that will recommend whether  
13 strategically placed support services and public  
14 housing developments?

15 CHIEF GOMEZ: Yeah we, we do field  
16 reports, thousands of them.

17 CHAIRPERSON TORRES: Okay.

18 CHIEF GOMEZ: Basically when lighting  
19 is, is broken or, or locks are broken and stuff  
20 like that we, we do the field reports, I go to the  
21 manager right. I believe the development their  
22 manager, and they're made aware of the, the  
23 situation.

24 CHAIRPERSON TORRES: And I just want to  
25 thank all three of you for your service. I know

2 Chief Gomez you did a great job in the Bronx so I'm  
3 sure you'll do the same in the housing bureau.

4 CHIEF GOMEZ: Thank you.

5 CHAIRPERSON TORRES: Thank you.

6 CHAIRPERSON GIBSON: Thank you

7 gentleman. I guess I just have one final remark,  
8 not a question, you'll be happy. I thank all my  
9 council members and I really want to thank all of  
10 you Chief Harrington, Chief Gomez, as well as Mr.  
11 Diaz. The common theme amongst all of my colleagues  
12 has truly been about partnership, about education,  
13 about empowerment and about enrichment. And one of  
14 the things that you know we all talk about is the  
15 fact that an increased workforce is truly something  
16 that we can all be supportive of. Because the, the  
17 reality is, is visibility is a great thing. It can  
18 help reinforce the work that you're already doing.  
19 It can complement the work you're doing. And we  
20 believe that with a greater work force we can  
21 really start to address a lot of these issues. Is  
22 it the only answer? Absolutely not. That's why we  
23 talk about partnerships. That's why we're engaging  
24 tenants and advocates, and leaders, and law  
25 enforcements, our DAs... Because this has to be a

partnership. Because at the end of the day we all have the same goal. We want our streets to be safe. We want our residents to be safe and our children. And I know I have unfortunately had too many incidents in my district where too many lives have been lost. And it's never ending. And it's really frustrating to talk to constituents to get them to believe that at the end of that tunnel that something will happen that will be meaningful where they will be back to the safe streets that we know we had many years ago. And so, and especially for Chief Gomez. You had such a presence in the Bronx as head of Chief, of patrol borough Bronx and I really want to thank you. The city's gain is the Bronx's loss but that's okay. Truly want to thank you and congratulate you in your new role as head of housing. And certainly thank you Chief Harrington, give my warmest regards to Chief Banks and thank you so much Mr. Diaz for being here as well on behalf of the housing authority. And this is not the end. We look forward to working with you. Thank you again for being here.

[pause]

2 CHAIRPERSON GIBSON: Our next panel is  
3 the Office of our Special Narcotics Prosecutor Ms.  
4 Bridget Brennan if they could please come forward.  
5 And if there's anyone here that would like to  
6 provide testimony to the city council please see  
7 our clerk at the front. Again anyone that wishes to  
8 testify please see our clerk at the front. Thank  
9 you.

10 [pause]

11 CHAIRPERSON GIBSON: Thank you so much  
12 for being here and you may begin your testimony.  
13 Thank you. Your mic's not on.

14 CHIEF ASSISTANT GOLDSTEIN: Can you hear  
15 me now?

16 CHAIRPERSON GIBSON: Yes, thank you.

17 CHIEF ASSISTANT GOLDSTEIN: Good  
18 afternoon Chairs Gibson, Cabrera, and Torres,  
19 members of the city council. My name is Steven  
20 Goldstein and I'm the Chief Assistant District  
21 Attorney in the office of the Special Narcotics  
22 Prosecutor. Bridget Brennan the Special Narcotics  
23 Prosecutor is away this week and is sorry that she  
24 can't be here but she is very pleased that we've  
25 been afforded this opportunity to talk before you



this day about a very important subject. My comments will focus almost exclusively, pretty much exclusively on Operation Crew Cut and on the experience that our office has working those cases in the last two years. We've worked collaboratively with the assistants, the great assistants of the Bronx District Attorney's Office and of course the New York City Police Department within the last two years developing innovative and investigative techniques that enabled us to prosecute members of four violent gangs within a targeted enforcement zone in the morisiania [phonetic] section of the Bronx. These prosecutions dramatically reduced violence in our community and they represent important changes in the way law enforcement approaches the investigations of gangs. You've heard quite a bit and you certainly can read in the media about the devastation that many of these youth gangs have caused. They've had a terribly destabilizing effect on those living in certain communities including those in the 44<sup>th</sup> precinct in the Bronx. These groups of teens and young adults were at war with each other's rivalries turned quickly into, from petty grudges into violent

street disputes. They engaged in public gun battles that left innocents shot and brazenly displayed on the internet weapons and cash that might have been amassed from selling drugs and engaging in other range of crimes. I've attached to our testimony media articles from the cases that we, we did up in the Bronx. And I'm not going to go through all the details about the devastation that was before hand or the details of that investigation. I encourage you to look at that. But what I'd like to do is focus on four things today. And I'll do that briefly. I am the last speaker. I appreciate your patience. I'll try to keep my remarks fairly briefly and I won't be insulted if there aren't too many questions at the end. First I'd like to provide some insights into the challenges that law enforcement faced which caused them to rethink the way we approach these violent crews. Second I'll describe the impact that these cases have had in stemming violence in the Bronx. Third, I'd like you to get some idea of the tremendous resources that are involved in bringing these cases because I think that's very important. Excuse me. And fourth I'd like to very briefly talk about something that

you have all really focused on and I'm very very appreciative and glad to hear that which is the need to invest beyond simply prosecutions and investigations into preventative services and investing in the community and looking at the full picture. Many of you know I think that the office of the Special Narcotics Prosecutor has citywide jurisdiction to prosecute narcotics crimes. Those cases that we do stem from international cartels. We rely on wire taps to stemming off epidemics that may occur new trends such as the prescription drug abuse. But our major focus has always been street level organizations and that's what we've been doing since our inception in the early 1970s. You probably also know that many of these crimes are prosecuted by, by in bust operations. Undercovers going to areas where a lot of drug selling is occurring and that's been the central investigative tool that we've used for many years. For example earlier this month in the inwin [phonetic] section there was a gang operation that was primarily selling drugs, doing so in a brazen fashion around the clocks inside apartments and lobbies and stairwells on Nagle Avenue. But the street crews

that were operating the 44<sup>th</sup> precinct in elsewhere New York represented a different challenge for law enforcement. While they support their criminal activities in part through drug selling they don't operate like the gang that I just described in Nagle Avenue. They don't sell in an organized brazen fashion and their drug selling activity is not susceptible to buy operations. These gangs often engage in a wide variety of criminality from drug crimes to robbery to identity theft. The violence associated with these crews is random and unpredictable. It's fueled by geographic rivalries, grudges, and the desire to gain status in a gang through, through acts of violence that are then followed, followed by spiraling retaliatory violence. The difficulty of investing these kind of crews is exacerbated by two other factors. First despite being young many of these gang members are very savvy when it comes to law enforcement. I'll give you two examples. What we found in the Bronx cases and we found this in other cases as well is that the leaders of these gangs would knowing what the penalties were for being caught with guns implemented the practice of maintaining communal

firearms that would move from location to location.

No surprise many of the individuals charged with moving those guns from location to locations were juveniles knowing that the penalties are less severe for juveniles. Another example, what happens when a, a gang member is shot during a course of one of these public gun battles. They know full well that the police will canvas the local hospitals to see and to interview the gang members. So what gang members are directed to do is to travel a distance to a faraway hospital so that they can't be subject to any police inquiry. If the police do find them they're instructed to give a different location for where the crime occurred. So the police will go off on a wild goose chase setting up a crime scene in a place where no crime ever occurred. So that was one challenge that law enforcement had. A second challenge... and this is a very serious challenge and, and I really think it's worthy of some brief discussion here is that these crews rely heavily on witness intimidation to prevent civilians from cooperating with law enforcement. Today's snitches get stitches culture is powerful, it's widespread, and it's growing. It

has evolved from an underground street code to a social norm creating communities and subcultures in which cooperation with law enforcement has consequences that range from ostracism to far worse. Witnesses are also vulnerable to a whole new form of intimidation and harassment; Facebook, Instagram postings, twitter, and email. The internet has truly spawned a cottage industry devoted to deterring cooperation with law enforcement and punishing those who transgress. I've attached an appendix too and I think it is worth looking at because I think the first issue in addressing a problem is really truly understanding it. But just very, very small sampling of what's out there in social media with a goal of creating this code of silence. These challenges required a new approach. And we actually, two years before Operation Crew Cut began while we were doing work with the Brooklyn District Attorney's Office in the seven three precinct ADA Susan Lanzatella who is our Chief of Gangs along with Nigel Farinha who's the co-chief of Gangs and are here today. They decided to look elsewhere because we just were banging our head against the wall in terms of how

to do this. And they began to look at Social Media. And that proved very very effective. And I want to thank them both for their leadership in this area as well as their patience with me. I don't know how many times they had to answer questions like what exactly is twitter and what is Facebook and what is Face Time. I, it's been a whole learning curve for me but I think I have it at this stage. But they really were the architects of these operations. And what we found in our seven three precinct cases were illuminating. Gang members use social media to fuel violent rivalries, direct crimes, boast about victories, attract new recruits, and identify and intimidate witnesses. What we found presented compelling evidence of gang and activity. The social media and digital information coupled with police surveillance and other evidence developed during the course of an investigation because we still relay to the extent that we can on traditional forms... And it's critical to be attacking this in multiple ways. But it allowed us to build a stronger picture and a complete picture of how these gangs operate; their criminal schemes, their shifting alliances and their often violent

robberies. That more complete picture also allowed prosecutors to hone in on the more significant gang members whose arrest and prosecution would have the greatest impact on community safety. It's been discussed before how do you make sure you're arresting the right people. And social media has really helped us with it. We have come a long way and we know that success in a gang case is not based on numbers. 50 gang members arrested that may be a good headline but it doesn't mean you'll really have an impact on the community. But we found that with the advent of looking to social media we were arresting the right people and that was critical. So let's turn and look briefly at the impact that we've had in these Crew Cut cases. Again I'm focusing on four that we did in the Bronx over the last two years. They resulted in success and indictments against four gangs that Chair Gibson is, is no doubt very familiar with; 280, 6 Wild, WTG, and Dub city. A total of 24 guns were seized. Our success in effectively using both traditional and new investigative tools to identify and build cases against the right people can be measured by the impact these cases have had on



1 violence in the four four precinct. Now I'm not  
2 going to get into it at this late stage. It's all  
3 in the testimony but we saw dramatic reductions in  
4 shootings and violence. What I would like to focus  
5 on is something that Chair Gibson mentioned. How do  
6 we make sure that when we take out one gang the  
7 essention [phonetic] of another gang doesn't  
8 quickly come about. And that, that is a challenge.  
9 And it's something we try to thoughtfully address  
10 in these cases. So what we did was we looked at a  
11 targeted geographical zone. We looked at the  
12 various warring crews within that area. And we  
13 collectively with the, with the PD carefully  
14 planned and, and coordinated successive  
15 investigations. Too often a prosecuting agency will  
16 come in, take out a particular gang, and move on.  
17 And that doesn't work. And we really try to avoid  
18 that. And we really try to conduct these  
19 investigations so that one set of arrests did not  
20 merely result in the essention of another gang and  
21 continued violence. So how do we sustain these  
22 gangs? And what do we do first? I think it's  
23 important to understand what's involved in these  
24 cases. These cases obviously require experienced  
25

assistant district attorneys and detectives but they also require forensics experts, intelligence analysts, all able to devote substantial amounts of time to these cases. Obtaining social media from an ever expanding array of social media providers digital evidence from a myriad variety of electronic devices requires the preparation of search warrants and court orders by experience lawyers versed in the very complex and constantly evolving area of the law. The forensic challenges are enormous. We have forensic analysts and they're tasked with extracting and handling the digital and forensic evidence that comes out from these orders. We're in the process of trying to expand our staff and citywide there is a tremendous shortage in the kind of skilled staff that could perform these tasks. And it causes backlogs in retrieving critical information. We had a case maybe a month ago where the Brooklyn District Attorneys is investing a, investigating a homicide and a phone was found at the location. And we gained an expertise in this area so that phone was brought to us in order to, with a search warrant, download the information and begin the investigation. It

shouldn't have to be that way. There should, need to be enough resources. And Chair Gibson asked another very interesting question which I'd like to touch on. She said what, what are we going to do when they stop using their devices. And I don't know how many of you have children but these things are pretty addictive. And I'm less worried about them stopping to use them... I mean perhaps with the media we'll see that. But what I'm more worried about is evolving technology that makes it harder and harder for us to access the information. For example there are now programs where things poof disappear immediately, inscription programs. So we have to stay ahead of the, these gangs forensically and that obviously requires a lot of resources. Once the evidence is obtained and retrieved in a format where it could be examined and analyzed assistant district attorney and intelligence analyst begin the time consuming work of reviewing it for potential evidence. Just a few years ago we had two intelligence analysts. Now we have eight and we need many more. The task of carefully reviewing these forms of evidence and making legal determinations as to whether conspiracy charges,

conspiracy the, the, the Chief mentioned conspiracy charges. Most of our cases are brought based on conspiracies but we also charge many substantive crimes where we can. But all this requires a great deal of legal analysis and work in order to make sure we have the right people and that we have strong evidence against them. So before we've even gotten into a grand jury and begun a prosecution there are tremendous amounts of resources that are required for these cases. Once the cases are indicted then more work begins. The motions for these cases are complex and difficult. It is often a year to two years before they end up going to trial and plea. So you know when you ask how do we continue these cases, how do we continue to stem the violence it does boil down to resources very often. And these are very challenging things for us. And when ADA Lanzatella comes to me sometimes and says you know the PD has approached me and asked me to do a case in Brooklyn, my first question is can we. Will we spread ourselves so thin that we're targeting and arresting the right people, that we can't bring strong cases against those people so that arrests lead to quick

dismissals. And we have that decision all the time. Can we do this case. So as we look and see what's going on, whether it's NYCHA. And none of these cases... we've done work in NYCHA houses but none of these cases in the four four precinct touched on NYCHA developments. We've done them in Albany houses. We've done them in Manhattan. But we're constantly struggling to determine whether we could do it and do it right. And the last thing I wanted to briefly touch on... These cases as you all know young folks are arrested in these cases and they pose the greatest challenges for prosecutors because on one hand we know that the 16, 17, 18 year olds who are arrested in these cases are committing very violent crimes. And they're destabilizing communities. And our first and foremost obligation as prosecutors is to investigate and prosecute. But we also know that there's a much bigger picture and that these cases and these individuals and these communities as you guys have so aptly indicated require an investment, social investment, educational, funding for not-profits, funding for other agencies, a holistic look at this. And that was encouraging me for the,

for me to sit here for the last two hours to hear that theme and to see a change and to hear my DA, DA Vance talk about what the DA's office is doing. We were a small agency but we recognize the importance of that and we are trying to do it likewise. And if you look at Section 3 we've been creating in those areas after we do an investigation. And there was a question asked, how do you know where to put resources. Well for us it's easy because we've worked in a particular area. We've taken out a gang from a general geographic area and we try afterwards to consistently create play streets, places over the summer that are open where kids can come and have positive recreational opportunities, teen impact centers during the winter where gyms and other recreational facilities can be open for a six month period to get you through the winter. It's small. And, and you know we really need to turn to other agencies and not for profits and educational institutions for the big impact. But I think these are important because they send a message that everyone including prosecutors has a role to play

on this. And I think that's a, an important model for the future.

CHAIRPERSON GIBSON: Thank you very much. Thank you. I do appreciate your presence and having met with Ms. Brennan recently she shared a lot of the work that your team is doing. And certainly what I really appreciate is even after a lot of the takedowns unfortunately that have to happen you recognize that there's still a community that's left. And there are a lot of people that are impacted, a lot of young adults. So I'm proud that I have a, a teen impact center at middle school 22. I'm proud that I have the PAL in Morris Heights. And I have many other programs that usually are as a result of some of the work that has been done. I guess I just have two questions. And you talked about resources. The fact that a lot of these cases take so much time to build evidence and you know videotaping, getting witnesses to come forward which is a challenge. While that's going on you recognize that there's still some crime that's happening within that area. And you know it's happening. But it's all about building a case. Most of the constituents don't understand that right,

2 that there's a lot of underground things going on.  
3 So what types of partnerships do you have with the  
4 DAs with PD to try to address some of that  
5 immediately all the while dealing with the long  
6 term problem of what will ultimately result in like  
7 a major takedown?

8 CHIEF ASSISTANT GOLDSTEIN: You know we  
9 really do our best. We have close communications  
10 within the Bronx, with the Bronx District  
11 Attorneys, obviously with the PD, and having active  
12 enforcement during the course of an investigation  
13 is also critical. Because those arrests of someone  
14 with the gun, someone in an assault they become a  
15 part of the conspiracy. So it's not like we wait  
16 until the end to do it all, we do as much as we can  
17 early on. Police officers will be looking to social  
18 media to react to surveillance and do things  
19 immediately. So no one is, is watching a crime  
20 occur and not making an arrest to wait for the end  
21 but they're challenging. And the social media is  
22 that kind of glue that puts things together for us.  
23 But you're right you know and, and we work as best  
24 as we can with both PD and with our partners in the  
25 District Attorney's office. We don't have



2 jurisdiction for everything that goes on in other  
3 counties.

4 CHAIRPERSON GIBSON: Right.

5 CHIEF ASSISTANT GOLDSTEIN: So if  
6 there's an assault we may not have jurisdiction  
7 until it's rolled into a larger narcotics  
8 conspiracy. But, but that's always at the forefront  
9 both for building our case as well as for stemming  
10 violence while the investigation is going on.

11 CHAIRPERSON GIBSON: Right, okay. Chair  
12 Torres.

13 CHAIRPERSON TORRES: Thank you. And as  
14 always I thank you for your service. I want to know  
15 how heavy is the narcotic component of gang  
16 violence. My, my impression is that most of the  
17 disputes are territorial in nature, you go on my  
18 turf I kill you or reputational you slight me I  
19 kill you. How heavy is the narcotic component?

20 CHIEF ASSISTANT GOLDSTEIN: You know it  
21 varies from gang to gang. So I was... you know the,  
22 the Nagle boys that we just took down, that was all  
23 narcotics.

24 CHAIRPERSON TORRES: Okay.  
25

CHIEF ASSISTANT GOLDSTEIN: The groups in the four four precinct they were selling some narcotics and we execute search warrants, we do find it, and we do see it. But that's been part of the challenges. It's not what it was many years ago where narcotics was the main trade of gangs, of many of the gangs. It's, it's sporadic, it's random and it's diverse. So there has to be narcotics for us to have jurisdiction. And you know we can't do a case unless there's a narcotics component. But you're right it's, it's often not the central component. And it takes some real investigation some times to see it because it's not as if there are dealers out on the street running brazen operations where an undercover could just come up and buy it.

CHAIRPERSON TORRES: I'm curious to know what are the, I guess what are, how did the, the prosecutorial challenges or the challenges of prosecuting local gangs differ from those of prosecuting more established gangs. Like how does it differ?

CHIEF ASSISTANT GOLDSTEIN: That's an interesting question. It's, it's really, it's

really not that dissimilar. Your approach is the same. Again as I've emphasized we, we do look more to social media with youth gangs because they'll use it more heavily. But it's, it's surveillance. It's trying to cultivate civilian witnesses. It's listening to Rikers calls where we can because people will speak over Rikers calls. So it's, it's many of the same investigative techniques. And it requires a great deal of, of obviously police surveillance and police being out there to respond to things. But you know we, we, the, the whole point whether it's a you know when we're doing long term cartel work we rely heavily on wire taps. So that's in a completely different category. But when we're dealing street level narcotics organizations be it the Cruzan [sp?] in the four four precinct or in the Brooklyn seven three or in Manhattan or we're dealing organized narcotics crews it's taking as holistic approach as you can, looking at all aspects, video cameras, whatever is out there on the street, whatever the police can do, whatever we can glean from digital evidence that's the same holistic approach.

2 CHAIRPERSON TORRES: Do you know there...  
3 I'm just curious is there any relationship between  
4 the local gangs and the more established gangs... or  
5 are these...

6 CHIEF ASSISTANT GOLDSTEIN: You mean  
7 like the...

8 CHAIRPERSON TORRES: ...subdivisions?

9 CHIEF ASSISTANT GOLDSTEIN: ...Crips and  
10 the Bloods.

11 CHAIRPERSON TORRES: Are they  
12 independent of the... are there subdivisions of the...

13 CHIEF ASSISTANT GOLDSTEIN: Turn to my  
14 expert here for that. They're usually is an  
15 association. ADA Lanzatella tells me they may be  
16 local 280, maybe a local gang, but there's an  
17 association with Crips or Bloods a larger national  
18 gang, a loose association.

19 CHAIRPERSON TORRES: So you might have  
20 like Gang A and Gang B and Gang is a subset of the  
21 Bloods and Gang B is a subset of the Bloods?

22 CHIEF ASSISTANT GOLDSTEIN: Or at least  
23 associating. You'll see the colors, you'll see  
24 different gang insignia to indicate that, that I am  
25

2 associated with the Bloods or I am associated with  
3 the Crips.

4 CHAIRPERSON TORRES: Is it ever the case  
5 that two distinct subsets of the same established  
6 gang actually conflict, actually have a turf war,  
7 I'm just curious.

8 CHIEF ASSISTANT GOLDSTEIN: Yeah, yeah.

9 CHAIRPERSON TORRES: Two subsets of the  
10 bloods are actually at war and...

11 CHIEF ASSISTANT GOLDSTEIN: Within the  
12 same... yeah. Yeah it happens. You know the one thing  
13 about it is it's unpredictable. Because what fuels  
14 these, this gang violence is you know often the  
15 pettiest things that just escalate into shootings.  
16 I mean that's, that's what's most troubling when  
17 you look at the social media and you're searching  
18 for the, for the motive, for the impedes that lead  
19 to it. It's, it's just you know it doesn't make a  
20 whole lot of sense, not to adults.

21 CHAIRPERSON TORRES: And I'm going to  
22 ask you the same question as I asked the district  
23 attorney and the NYPD. It seems like you're open to  
24 using the intel you have about hot spots and about  
25 disconnected youth to inform decisions about where

2 to place youth programs, and social services. And  
3 so I don't know if there's, how we can do that in a  
4 more coordinated way...

5 CHIEF ASSISTANT GOLDSTEIN: Yeah. You  
6 know I was certainly thinking about that as you, as  
7 you spoke about it. I know in the past yeah  
8 obviously we've worked close with NYCHA, we've  
9 worked with HPD. It's something that we'll walk  
10 away from this meeting thinking about. How can we  
11 better use the intelligence without obviously  
12 compromising cases to work cooperatively with other  
13 agencies to really look at the, the entire picture.

14 CHAIRPERSON TORRES: Yeah it seemed like  
15 there would be a value to, almost a taskforce where  
16 you have the DA's Office and the NYPD and the  
17 special prosecutor and NYCHA... be HRA and DYCD... all  
18 these elements of crime prevention come in a room  
19 and think about where can we strategically place  
20 these social services.

21 CHIEF ASSISTANT GOLDSTEIN: Yeah and  
22 we're doing more of that in terms of coming  
23 together but not in a context of, of you know  
24 directly...

2 CHAIRPERSON TORRES: I mean it seems  
3 informal but I, I would love...

4 CHIEF ASSISTANT GOLDSTEIN: Yeah, no I  
5 agree...

6 CHAIRPERSON TORRES: ...more coordination  
7 across city agencies. But I again, I value the work  
8 you do and I, I thank you for your testimony.

9 CHIEF ASSISTANT GOLDSTEIN: Thank you.

10 CHAIRPERSON GIBSON: What's the  
11 coordination with the feds. I know in, in many  
12 instances there could be cases where it rises to  
13 the level where you need more enforcement. And  
14 we're talking about like major drug dealers that  
15 are amassing a lot of drugs and guns throughout our  
16 district. So I know there are probably many  
17 instances where you do work with the feds but do  
18 you see that happening a lot more because of some  
19 of these cases that are...

20 CHIEF ASSISTANT GOLDSTEIN: I think, I  
21 think people have become more open to that in the  
22 last few years. I mean we have a long history of  
23 working with the southern and eastern districts  
24 just because of the nature of the cases that we do  
25 on the international front. So we have

relationships with major narcotics in both the Southern and the Eastern district and we've built relationship with gang... And we need to continue to do that. You know they, they approach cases differently in terms of what the requirements are for a case to go federal. And you know we also really focus on, on after a case. What are the kites like in that... you know we, we don't want to move on when a case and an investigation is done because we're with the, we work with the NYPD so they see day in and day out what happens after a case is taken down. So that's something that we have to coordinate and work with the feds more closely on to make sure that that holistic and those cases get followed up afterwards.

CHAIRPERSON GIBSON: Okay and I guess one final question. What do you see as the greatest challenge that we will be facing with the advancement of social media, with resources always in question, what do you think would be our, our greatest challenge?

CHIEF ASSISTANT GOLDSTEIN: Keeping up with it.



2 CHAIRPERSON GIBSON: Being ahead of the  
3 game?

4 CHIEF ASSISTANT GOLDSTEIN: Just yeah  
5 being, well or not being too far behind. You know  
6 it's very hard to get ahead of the game in this  
7 area. And you know we have issues with providers  
8 and there are conflicting issues in terms of  
9 privacy... you know when we try to deal with... Right  
10 now I'll give you an example. You know we may be  
11 trying to get a particular type without getting  
12 into the details of social media from a particular  
13 provider. And it's, it's a very challenge to get  
14 that. Even though we do it based on probable cause  
15 in a search warrant. So you know that's the biggest  
16 challenge. And, and when you deal with so many  
17 different social providers and each one may have  
18 different approaches, different council... that's  
19 probably the biggest challenge in this particular  
20 area.

21 CHAIRPERSON GIBSON: Okay. Thank you so  
22 much Mr. Goldstein.

23 CHIEF ASSISTANT GOLDSTEIN: Thank you.

24 CHAIRPERSON GIBSON: I appreciate it and  
25 please give our warmest regards to Ms. Brennan.

2 CHIEF ASSISTANT GOLDSTEIN: I will.

3 CHAIRPERSON GIBSON: And certainly on  
4 behalf of my district and the fact that you just  
5 done such incredible work. I appreciate it. I know  
6 residents at times don't necessarily understand  
7 what's going on but at the end of all of this there  
8 is a brighter, they look at things and certainly  
9 safety is always our number one. And I'm extremely  
10 sad that a lot of these young people are getting  
11 caught up in the system. And obviously we always  
12 talk about prevention because you guys are on the  
13 prosecutorial side. Preventative efforts are always  
14 key. But I do appreciate the work that Ms. Brennan  
15 and her office have been doing. I've met with her.  
16 I'm going to still meet with her in the four four.  
17 We have our new inspector, Inspector Mullen, as  
18 well as in the four two precinct with Chief Ortiz  
19 [sp?]. So I thank you again for coming and thank  
20 you for your testimony.

21 CHIEF ASSISTANT GOLDSTEIN: Thank you.

22 CHAIRPERSON GIBSON: Thank you. Our  
23 next panel is Babe Howell from the CUNY School of  
24 Law, as well as Erica Ford New York City Crisis  
25 Management System and also I Love My Life.

2 [pause]

3 BABE HOWELL: Okay so...

4 CHAIRPERSON GIBSON: Thank you. You may  
5 begin. Thank you.

6 BABE HOWELL: Thank you. I'll keep the  
7 thanks short because I know you want to keep  
8 comments relatively brief. My name is Babe Howell.  
9 I'm from CUNY School of Law. I do research on  
10 policing and gang databases. And I asked to speak  
11 today because I wanted to raise something of a red  
12 flag here. I've worked a lot on stop and frisk  
13 issues recently and I do not think it's coincidence  
14 that in the fall of 2012 when it became clear that  
15 politically and legally the stop and frisk regime  
16 was being, was basically fighting a losing battle  
17 that the NYPD decided to make the special focus on  
18 gang policing. Now gangs are a very serious  
19 problem. I do not mean to minimize them but New  
20 York has historically compared to other cities like  
21 L.A., Chicago a very limited gang problem. The  
22 mayor's report for the last few years has a number  
23 of gang motivated crimes that is about 300 a year.  
24 And yet the NYPD is reassigning hundreds of  
25 officers to look at gang problems. We need

transparency in that process and we need to be critical of it. I've really appreciated hearing people say throughout the day what are we doing in communities, what, what services are out there. And I think these services can very productively come from non-law enforcement sources. There's a terrific report called gang wars by Judith Greene and Kevin Provice I believe his name was. If you google it gang wars Judith Greene with an E on the end it traces gang suppression in L.A. and Chicago versus New York. And New York use street workers and not law enforcement to intervene and provide diversion. And that report makes a rather convincing case that the reason why NY, why New York City does not have the same organized gang problem is because the opposition between law enforcement and gangs did not solidify gang structure. Additional concerns that I have I've done quite a bit of research on gang databases and I foiled NYPD's gang criteria in 2011. I finally got that information in January of this year. There is no requirement before the NYPD adds you to their gang database to have any conviction, any arrest... The criteria are gang intelligence by the NYPD

circular we say you're a gang therefore you're in a gang. School safety which is also community safety act, officers from the NYPD what they see, are you associated with someone they believe is a gang member, what do you wear, do you have any tattoos.

And unfortunately many, many kids will front or even be peripheral gang members. I ask what the purging criteria were. They do not purge ever according to NYPD legal. So we have just recently been very concerned. You see the NYPD closing the, the demographics unit because they were surveilling all Muslims. We see across the country concern about the NSA having access to all our data. I do think we do not want to open our young people to surveillance and entry in databases unless there is a seriously restrictive criteria before the NYPD start looking into people at that level. So one suggestion that I might have is to limit gang intelligence surveillance to someone who's previously been convicted of some violent crime whether misdemeanor or felony but at least requiring some level of, of prior involvement.

Instead of having databases that cover just about all the, the usual suspects. We've seen that in, in

city after city across the country 50 and 60 percent of young black and brown men will be in the gang databases. Nowhere is there a requirement that there should be a conviction that I know of except Minneapolis has a gang pointer file which only has 25 hundred people. It requires a conviction for a, a... what do they call it, an aggravated misdemeanor to be in that file and to, a minimum age of 14. That database had 25 hundred people in 2009. A second database that they also kept in Minnesota didn't require a minimum age, just had this criteria, what you look like if you've been seen associating with gang, clothing, tattoos, etcetera. That database was more than five times as large, 17 thousand. So just those requirements, 14 and an aggravated misdemeanor created a database that focused on only people who had gang involvement. So I would very much encourage us to focus not so much on law enforcement as a solution but to community actors... And I think that's a perfect segway to the next speaker.

ERICA FORD: I concur with the question of how they define people who are in a gang. I, you know when the, the gentleman was just here from

Narcotics and you asked... or Richard asked the question about narcotics these young men are not selling narcotics. They might find ten bags of weed and define it as a narcotic case. So there's different frameworks that are set up by the structure that our children are being... And, and we have to remember when we're talking about taking down, we're taking down our children you know. So the, the hundreds of young people who just got taken down in the Bronx, those is babies you know. And there has to be a way to relook at the failure that we have done to our children and not in the criminalization of them but in the building up of them. How do we work as a collective body, as a collective entity to redirect the energy of our children and redirect the pain of our children. Because if he talks about 65 percent of domestic violence cases then there's 65 percent of our children in pain because they're witnessing domestic violence in their house or they're being victims of domestic violence in their house. And all of this is correlated. And, and the peer pressure that happens when you're vulnerable and in pain leads you to do different things and make

decisions that are not beneficial for your life.

And we can't have the answer be more police. The... I would like to increase my workforce, you know of the brothers and sisters who are out there every day, every night, on the frontline trying to work with families who have not only been victims of violence but who are families whose children have committed this violence and using various different entities from the NYPD to the New York City Crisis Management System. We are an agency or funded agencies of city council. So let's work more holistically in bringing all of our entities that service our kids. Because the DOE should be here. Because if these kids are school age kids and they're calling... you know the Crew Cut is something that is heavily in the schools. What is the relationship between DOE, the school, housing... You know how do we communicate to redirect what's happening to our children as opposed to the criminalization. Because over and over as you said, you asked the question... There's a lot of these different programs but the numbers are still going up. And the numbers are going up because most of the people in our community don't want to



participate in police programs. So you know as we are front line agencies that exist in each borough that can be the vehicle in which some of these programs get... So for example the youth summits. No one attends the youth summits. So if we held the youth summit then they can do a presentation at the youth summit. But we're working strategically to fulfil the mission as opposed to just doing stuff because we, it's in our job description. You know we must be more holistic in how we approach this question. We must be more holistic in the oversight of what is happening with all of these different programs. And I'm not saying that anyone of them works or don't, they all work in one specific... one... You know everyone works. There's something about every one of them that works because I know... you know but they have to be better collectively oversaw you know. Even the New York City Crisis Management System which is a city council funded program for various organizations we need to create an office that just oversees this management system. Who are all of the agencies funded by the management system. What are they doing? How are they working with the Department of Probation, with

DOE, with NYPD, with the Department of Health, etcetera, etcetera. We got to be scientists and, in, in this issue. And the other thing that I would say is that I would, would charge you guys to also look at us as experts as you look at the NYPD as experts, as you look at the District Attorneys as experts. We have been on the front line, some of us for more than most of these people who sat up here and read reports that somebody else gave them. You know so, so let's, let's relate to all of us as equals in this, this playing field of saving our children's' lives and work more cohesively and strategically on bringing this together holistically. Thank you.

CHAIRPERSON GIBSON: Thank you. I appreciate your presence and testimony and truly truly agree. I always talk about there have to be multiple ingredients to make this work. And while I represent a community that's growing in population and diversity I know that there are a few bad apples that make my community a nightmare for many. And so I would never want to scapegoat or say you know lock everyone up and put them in jail but I recognize that we have to do a lot of preventative

work. Because somehow there's been a breakdown somewhere and the DOE component is a huge factor. Our school safety is another passion that I'm really focused on. Because in my school district a lot of my children are arrested and they're sent to the local precinct. But they're dealing with issues that could be dealt with in the school or either in the community and that's not happening. So I recognize that but I also recognize too at times, and you know we have to look at our community. And I always say to my constituents there are no one that's coming into our neighborhood, it's us. It's our own community. We have got to start to take this, taking our community back approach because we have lost our children. And if we don't stop this cycle we're going to continue to lose them. And I get it. I know all the work that you both have been doing and I really appreciate it. I guess the one thing that I would ask is, in terms of resources because that's a word we use very much around here. What are the things that we as a council need to look further at? Because a lot of these programs were created based on a priority, a population, a neighborhood. And now we're either talking like

JRIP, JRIP is in East New York and Brownsville. That doesn't help me. So what types of things should me, myself as Chair of Public Safety, as well as the Council be looking at in terms of how we start to address this increase in gang crime, this increase in crime in public housing. Because if we don't do something now the numbers will continue to get worse.

ERICA FORD: I, and I think that... Because one of the things that I'm charging to, to the, my peers is that, that we first and foremost drop our flags. That is not about I Love My Life, or Man Up, or SOS, or this one or this one is that we really become the New York City Crisis Management System. And... I say that we would be able to look at the city and say okay right now in this district there's this issue. We need to send this team in whether it's J... whatever it's called or whether it's Cure Violence or whether it's a program for the mothers or what, but, but through our studies of the city... because every community doesn't need every piece. But we should look, is it preventive, is it intervention, is it recovery, is it build up... What aspect of our work and who falls

in line. Because there's a lot of experts, there's a lot of programs but we just sent everything to one neighborhood or nothing to another neighborhood because it's a political thing you know. So, so we have to really have an office that studies the violence in our community. And there's a, you know there's a lot of people who study or they office is supposed to but it's not central you know. So it really has to be a central system just like if a 911 come, call comes in someone gets sent. There needs to be a thing where some... your housing tenant president or anybody could call in and say this situation is happening and we have a group of people that go in and investigate and say okay, they need a preventive program. No they need an intervention, no this family needs to be removed and taken someplace else. But it's not just a cookie cutter one stop shop...

CHAIRPERSON GIBSON: Right.

ERICA FORD: ...everything fits everybody.

CHAIRPERSON GIBSON: Right. I guess what you're alluding to is there needs to be some sort of a, a systemic protocol right. And everyone has to buy into it. I guess the challenge is that we

1 have so many groups in this city that do so much  
2 work, I know SOS, Mothers on the Move. I was a part  
3 of New York Legislatures against gun violence when  
4 I was in Albany. So there's so many groups around  
5 this state that do a lot of work. But for New York  
6 City how do we have this approach where everyone  
7 can really be on the same page. And I mean I don't  
8 want to suggest that we do something like, that's a  
9 borough base because if you look at gun violence,  
10 if you look at gangs, youth on youth crime... I mean  
11 that's prevalent in all of our neighborhoods across  
12 the city. But I guess what we have to do and what  
13 the council is really charged with is to try to  
14 attempt to make that collaborative effort. And it  
15 has to be with the same dynamic, with the same  
16 goal. Because we all have a role whether it's DOE,  
17 whether it's you know the City Council, advocates,  
18 community groups, parents are very much involved  
19 like our leaders. I mean we all have to take this  
20 proactive approach. And I guess we're still trying  
21 to figure out how to put those dynamics together.  
22 But I really truly applaud the work you do and, and  
23 certainly know that it's made a difference. And as  
24 much as I can bring a lot of these programs to the  
25

Bronx that's something that I will do because you know as you said those takedowns are our kids. And unfortunately I know many of their parents. And it's not a pretty site to talk to someone whose son you've seen, you know you've watched grow up and now he got caught up in the system and now he is you know facing a lot of time and we have too many of those cases. And I, I'm really disturbed by how they keep growing. I've always talked about the statistics that we use to define people to look at how neighborhoods are doing. And I'm, I'm really big on taking that and making it success stories. How do we turn these things around. I represent the Fulton correctional facility that's been vacant for two years. And we're working with Osborne and many others so we can make that a resource, multipurpose center for men and women coming home from prison because there's nothing right now. So I recognize like the task we have and there's a lot of it. It's not just young people, it's young adults. It's those that have felonies, it's everyone. I get it and I guess from the Council's perspective the purpose of this hearing was really try to identify public housing where we have the greatest need and

2 what we can do to change and improve Operation Crew  
3 Cut. So I thank you again for being here and I'll  
4 turn it over to Chair Torres. Oh, did you have  
5 anything to add?

6 BABE HOWELL: I just had one comment on  
7 the resources front. I know that you recently  
8 called for 1,000 more officers and 13 for each  
9 precinct. I think that's a place where instead of  
10 more officers and more officers in Operation Crew  
11 Cut you could say maybe particular more officers in  
12 particular precincts but also really support  
13 community groups to come in and do this kind of  
14 work. Because officers will identify as we heard  
15 and try to take down people that they see  
16 problematic. But I do not think that they can  
17 provide the mediation and the on the ground work to  
18 help kids avoid involvement with gangs, or at least  
19 avoid involvement with violence that community  
20 groups are providing in East New York, in East New  
21 York, in the kind of work that Ms. Ford has. So I  
22 really think when you're talking about a thousand  
23 do we need them for the first precinct or the 13<sup>th</sup>  
24 precinct etcetera? Take those resources and, and  
25



look for community groups in, in areas that have particular problems.

CHAIRPERSON GIBSON: Right. I, I appreciate your thoughts and still am very firmly supportive of that. And I would argue that while I believe in my district my greatest concern are guns and gangs and violence. Many other colleagues may have hot spots of, of violence that may not necessarily align with mine. So I, I hear you and it's a conversation that we will continue to have because we can put all of the reinforcements into a lot of these critical programs, the folks that are on the ground like your organizations. But I'm big on still we need that visibility. And that to me is really important. So I think these are all components that really have to work together. But I appreciate your concerns. Thank you. Chair Torres.

CHAIRPERSON TORRES: Thank you and you know I feel like there's no either or proposition here. I feel like preventing crime is going to require a combination of policing, prosecutorial, and social resources. So there's a role for each. What's striking about your testimony is that it, it flatly contradicts the premise of today's hearing.

I think we're all operating under the assumption that youth violence, gang violence represents a disproportionate share of violent crime in the city. And it seems to me that you're saying that we're wrong about that so...

BABE HOWELL: I do feel when I look at NYPD's own statics and this is in the mayor's management report for the last five years they have very low gang motivated incidents. They, you also can look at their annual murder reports. They didn't start keeping track of gang related murders, homicides until two years ago which suggests that they weren't thinking of, they probably weren't thinking of, of small groups of kids as, as gangs. And I'm not so sure we want to either. I think all of us had little groups of friends and many of them smoke pot or, or did other kind of not very good things. But do we want to categorize them all as gangs. But still the numbers are last after the domestic violence, after everything else. Those numbers don't appear to me to be on the rise. But I don't know this year's statistics.

CHAIRPERSON TORRES: But I feel like the, the approaches we've heard are much, are much

more nuance so I think with Cy Vance and his intelligence driven prosecution he's not suggesting that we go after every gang member. Not all gang members are created equal. He's suggesting that we focus our limited resources on the leadership, on those who are driving most of the violent crime in the neighborhood. So that's policing with a scalpel rather than policing with a sledge hammer and I...  
[crosstalk]

BABE HOWELL: Well it's prosecution with a scalpel. I am concerned that Operation Crew Cut will begin collecting data on just about everyone now that they can't necessarily stop and frisk everyone. So, so I worry that this is opening up a lot of policing to look at the same usual suspects when we're not seeing a bigger crime pattern that's gang related. This has been a pattern in other places. It's called moral panic and there's been articles about creation of gang units in Nevada, in, in California where they have a police PR problem and then really focus on gang violence, put it in the press, and then everyone's afraid, and gives more money, resources to the police to combat the gang problem.

2 CHAIRPERSON TORRES: So in terms  
3 obviously we all agree on social investment. In  
4 terms of policing you don't feel the problem is  
5 substantial enough to justify Operation Crew Cut  
6 or...

7 BABE HOWELL: I feel that, I, I can't  
8 say that 100 percent but it does not look that  
9 serious and I do think it would be very important  
10 to say, to ask for more transparency if there are a  
11 gang that data, what are they... their own numbers  
12 don't suggest that this is a huge problem. Of  
13 course statistics can very easily be manipulated.  
14 They can change a robbery from not gang related to  
15 gang related if they, if they feel like saying well  
16 that guy's in a crew now. But I think you really  
17 have to be careful and ask them more questions. And  
18 I do think that, that the problem may very well be  
19 a media solution to we can no longer kind of do the  
20 street level surveillance so we'd rather surveil  
21 them online. I don't think there's anything in the  
22 NYPD guidelines that prevents them from looking at  
23 other people. Certainly the district attorney said  
24 we get warrants, we do those things, but the police  
25 don't have to.

2 CHAIRPERSON TORRES: And then as far as  
3 I guess more police officers on the streets what  
4 are your thoughts on the, the J, JRIP program, is  
5 that, the JRIP program, the Juvenile Robbery and  
6 Intervention Program.

7 CHAIRPERSON GIBSON: The program that  
8 was started by Chief Jaffe in 2007. It focuses on  
9 our robbery intervention.

10 BABE HOWELL: I think once somebody's  
11 been arrested for something absolutely I am all for  
12 intervention, alternatives, and support, and I  
13 think those are very creative solutions. But in  
14 jurisdiction after jurisdiction across the country  
15 gang policing is not limited to people who have  
16 ever even been arrested for anything. We see even  
17 folks getting deported because they're on, in gang  
18 databases who have never been arrested. I get  
19 emails about that because of my scholarship. So we  
20 have to be very careful about databases. And I have  
21 the, after two years of FOIL I have the gang entry  
22 sheet and I'm happy, I only have the one copy with  
23 me but I'm happy to give it to you. It does not  
24 require an arrest and there is no requirement of a  
25 conviction. So we just don't want them to be

keeping paper trails on every last individual unless they're seriously involved. So I would suggest you know how can we keep Operation Crew Cut limited. We'd ask that you focus only on someone that you either have probable cause that they committed a violent crime or has already been convicted of a crime, a violent crime.

CHAIRPERSON TORRES: And, and it's worth noting JRIP I believe is focused not so much on gangs, even though it's related, but on youth who have been previously arrested for robbery.

BABE HOWELL: Right.

CHAIRPERSON TORRES: So my understanding is that the police will actually make home visits, check in regularly with young person, encourage them to go to college and you know guide them away from the wrong crowd and the neighborhood and make an effort to cultivate a trusting relationship with the family, with the young person. And that, and in some sense the police is, is functioning as a social worker. So it's almost a, you know a, a new approach to policing in New York City.

BABE HOWELL: I have read positive information about the JRIP program. I don't know if

2 you've had any different experience or heard  
3 different things...

4 ERICA FORD: Both Operation Crew Cut,  
5 that's the name of it correct, right...

6 CHAIRPERSON TORRES: I'm referring to  
7 JRIP yeah.

8 ERICA FORD: Yeah but I want to say both  
9 have positive points. There's definitely positive  
10 points in both that are productive in changing a  
11 young person's life. As everything else I think  
12 that we just have to as I said work more cohesively  
13 and strategically on what is our objective with our  
14 young people you know. And it, it varies from  
15 borough to borough, commander to commander, you  
16 know officer to officer, it varies. So just like  
17 everything else there's a person who lays the  
18 foundation of what the law is but then how does it  
19 get implemented and, and, and funneled out to the  
20 people on the street is a fundamentally different  
21 thing as, as it relates to different boroughs.

22 Kevin O'Conner who is the Assistant Commissioner of  
23 the whole Crew Cut thing, created it, he's, his  
24 heart, his action, his whole being is into getting  
25 these young people not in jail but for them to turn

their lives around. That's what he created it for. Now does it get implemented based on his vision and mission and, and so on everywhere he goes? Same thing with Jaffe. You know no it doesn't because everybody doesn't think like them. So if there are organizations that they're working with closely on the ground that can keep that checks and balance and oversee what's being happening to these young people then we can keep everything going in the right way.

CHAIRPERSON TORRES: And then what do you think about my idea about a I don't know a crime prevention taskforce in which you have all the stakeholders...

ERICA FORD: Well I sit on the New York City Council Taskforce to reduce gun violence so I would say it already exists. Let's just create the, the vision that you have as part of the taskforce that already exists. And, and that's really the main thing. A lot of people have a lot of ideas. Let's put them all on the table, see who's a expert, how do we make it all one, and let's go to work.



2 CHAIRPERSON TORRES: Because it seems to  
3 me that we do not systematically use the intel that  
4 we have whether it's the DA or the police or, or  
5 any law, any arm of law enforcement to, to decide  
6 where to best place... services for our youth. And,  
7 and I felt like if we were more coordinated and  
8 more strategic it would actually achieve reductions  
9 in crime so...

10 ERICA FORD: The, the New York City  
11 Crisis Management System was placed in the areas  
12 that it was placed in because of the data.

13 CHAIRPERSON TORRES: Yeah.

14 ERICA FORD: So in that sense it is  
15 being used. Does it need to be improved and so on  
16 and so forth? Yes, but the contradiction is I don't  
17 know you, you don't know me, we don't talk you  
18 know. And, and, and I mean that not in me and you  
19 but in...

20 CHAIRPERSON TORRES: I'm taking  
21 personally so...

22 ERICA FORD: Yeah no, it's not. It's all  
23 of us that work towards the same mission that we  
24 need to, to work more cohesively. And that's what I  
25 was saying before you came in is that this, the New

York City Crisis Management System is your entity to do what you want to be done you know. And we are on the ground, the different players... You know Stephanie represents the New York City Crime Commission and they collect all the data from everybody and give it us so that we can do our work you know. But the, the question of us being more strategically, holistically engaged with each other and that there's someone or some office inside of this city council, city hall building that oversees all of this stuff that you're talking about, that's what's needed.

CHAIRPERSON TORRES: And, and I'm, I'm referring to a more collaborative dynamic process. Like it's not enough... [crosstalk]

ERICA FORD: Likewise.

CHAIRPERSON TORRES: ...for the police to just give us a few field reports and say that's our role. But you want the police and the DAs to be actively part of the conversation and to know that social investment is inseparable from crime prevention... [crosstalk]

ERICA FORD: Correct.

CHAIRPERSON TORRES: So...

ERICA FORD: We, we, we're in, in, in Jamaica and some of the other sites what we do is a study after a shooting happens. So we'll bring the principal of the high school, as most of these kids are high school age. So we'll bring in the principal, bring in the NYPD, we bring in the different service agencies that work together. You bring in the DOL, we have the therapeutic services, we have unconventional... we have legal aid that works with us as part of the... So there's various different agencies that would come together and study. Now it has to be more cohesive. It has to be the, the actual agencies as you stating need to open up their doors more and, and be more apprehensive to working together. But you know the, the system is there. We just got to make it better.

CHAIRPERSON TORRES: And I heard Ms. Howell's view but what is your, I guess what is your, your view of the role of gang violence and the overall crime rate in this city?

ERICA FORD: This is on film right?

[laughter]

CHAIRPERSON GIBSON: Yes, you're on record, you're under oath.

2 ERICA FORD: I agree that some of our  
3 kids should not be labeled in gangs. But as it... Can  
4 I answer this question, no... [laughter] See there's,  
5 there's a thing in terms of what we're charged not  
6 to do and do so... I'd rather have that discussion  
7 with you guys afterwards. [laughter]

8 CHAIRPERSON GIBSON: Let me just add... I  
9 know my colleague talked about the anti-gun  
10 violence taskforce to combat gun violence, it's got  
11 several names and meeting with Jumaane as well as  
12 Fernando we've been talking and we're going to  
13 focus on expanding it. Because even in a community  
14 like mine I think it will work. And I appreciate  
15 the remarks about having a model and just bringing  
16 everyone in instead of having multiple models.  
17 Because as I said everyone wants to do the same  
18 thing. But we work so much better together when we  
19 combine resources and we really focus on a  
20 strategic partnership I think it works. And so that  
21 taskforce was started a couple of years ago by the  
22 council and I am now part of it and going to work  
23 to make sure that we can expand that to a lot of  
24 communities that are in need in the city. So, and I  
25 applaud your work. Thank you. Thank you Ms. Howell

2 and Ms. Ford. Thank you very much for your  
3 testimony this afternoon. And this now concludes  
4 the oversight hearing on the NYPD's Operation Crew  
5 Cut and Crime Strategies in reducing crime for New  
6 York City Housing Authority. This hearing is now  
7 adjourned.

8 [gavel]

C E R T I F I C A T E

World Wide Dictation certifies that the foregoing transcript is a true and accurate record of the proceedings. We further certify that there is no relation to any of the parties to this action by blood or marriage, and that there is interest in the outcome of this matter.



Date           May 18, 2014