

CITY COUNCIL
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON PUBLIC SAFETY

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February 8, 2017
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HELD AT: Council Chamber - City Hall

B E F O R E: VANESSA L. GIBSON
Chairperson

COUNCIL MEMBERS: Vincent J. Gentile
James Vacca
Julissa Ferrer as-Copeland
Humane D. Williams
Robert E. Cornegy, Jr.
Chaim M. Deutsch
Rafael Espinal, Jr.
Rory I. Lancman
Ritchie J. Torres
Steven Matteo

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

Benjamin Tucker, First Deputy Commissioner
New York City Police Department, NYPD

Robert Boyce, Chief of Detectives
New York City Police Department, NYPD

Frank Vega, Deputy Chief
Patrol Services Bureau
New York City Police Department, NYPD

Tim Pierson, Vice President
National Organization of Black Law Enforcement
Executives, NOBLE, New York Chapter

2 [sound check, pause]

3 CHAIRPERSON GIBSON: [gavel] Good

4 morning, ladies and gentlemen. Welcome to City Hall
5 to the City Council Chambers. I am Council Member
6 Vanessa Gibson of the 16th District in the Bronx, and
7 I am proud to serve as the Chair of the City Council
8 Committee on Public Safety. I welcome all of you
9 here today. This morning's hearing is focused on the
10 NYPD's recruitment, diversity and path to promotion,
11 and today's hearing will give us an opportunity to
12 understand the efforts the NYPD has taken to provide
13 opportunities for all New Yorkers to become police
14 officers in particular for women and people of color,
15 and the NYPD's current promotional opportunities. We
16 know that the NYPD is one of the greatest law
17 enforcement agencies in this country, and the work we
18 do we want to make sure that our officers are truly
19 reflected of the growing diversity across our city.
20 I want to applaud the NYPD's commitment to diversity.
21 In July of 2015, the department welcomed its largest
22 and most diverse academy class ever where 22% of the
23 recruits were women, and 17% were African-American
24 the highest amount in more than a decade. More
25 recently the NYPD has taken several steps such as

2 smaller class sizes and updated recruitment
3 strategies to increase the diversity within the
4 force. In addition, this past October of 2016, the
5 NYPD established a new recruitment campaign
6 emphasizing compassion, courage and respect. They
7 also centralized the candidate assessment center
8 creating a one-stop location for all applicants to
9 fill out necessary paperwork and take their
10 psychological and medical exams. Before this office
11 was centralized, candidates would travel throughout
12 the city to complete the various parts of the hiring
13 process in different boroughs. Throughout the years
14 we know that we have faced challenges with diversity
15 and with recruitment and hiring, and I certainly want
16 to give the NYPD credit for not only recognizing
17 those challenges, but for stepping up to the plate to
18 develop strategies to help meet those challenges.
19 Last year through the ambitious efforts of the City
20 Council working with this administration, we
21 successfully raised the head count to hire more
22 police officers and to increase the workforce, and we
23 have not done that for many, many years. And now, we
24 have expanded opportunities to take the Police Exam.
25 While that has been successful, incredibly

2 successful, the exam is now closed, and we would like
3 to know how the NYPD is working with all of our
4 stakeholders including many of our fraternal
5 organizations, members of faith based organizations,
6 local police unions and members of community
7 organizations to provide outreach to many of our
8 neighborhoods in the city. We want New Yorkers to
9 know that they, too, can be part of the greatest
10 police force in the country. In my capacity as Chair
11 of this committee, I've had the opportunity over the
12 past 3-1/2 years to work with the NYPD, and while I
13 believe we are making incredible progress, we know
14 and recognize that there are still areas where we
15 struggle, where we face challenges such as
16 promotional paths. From the data that the Council
17 received in September of last year, the rank and file
18 police officers are generally more diverse in regards
19 to race and gender than all other higher rankings.
20 We want to see this grow in diversity emulated as our
21 officers climb and rise through the ranks in the
22 department. We want to make sure that we continue to
23 provide those opportunities for police officers to
24 rise through the ranks, and become detectives and
25 Sergeants and Lieutenants and Captains and Chiefs and

2 deputy chiefs, and ultimately can be Commissioner of
3 the NYPD. We want our officers to know that not only
4 do we appreciate their work everyday, but we
5 certainly want to encourage them to advance within
6 the department so that our Police Commissioners will
7 continue to rise within the ranks of our department.
8 I am thankful for the work that the NYPD has done
9 thus far, and certainly today want to learn more
10 about the efforts to recruit, to retain and to
11 attract more diverse applicants, the general
12 promotional path and the upward mobility of officers
13 and also what the NYPD is doing to attract New York
14 City residents. I do know that the last class in
15 December of last year we graduated 555 new recruits,
16 and that was the largest percentage, almost 60% of
17 the graduates are residents of this great city, and
18 so we applaud that, and we certainly want to make
19 sure that we continue on in that effort. I also want
20 to learn more about the NYPD's long and short-term
21 efforts through retention and recruiting our
22 officers, and certainly we have, you know, this
23 administration and the NYPD, and we certainly will be
24 asking questions along the lines of our detectives
25 and our investigators, and all of the incredible work

2 they do. So I want to thank the Administration who
3 is here to testify, and I also want to thank the
4 staff on our committee who have done an incredible
5 amount of work over the past several months to put
6 today's hearing together. On our Committee on Public
7 Safety our Committee Counsel Deepa Ambekar; our
8 Legislative Counsel Beth Golub; our Policy Analyst
9 Casey Addison; and our Financial Analyst Steve
10 Riester; my Chief of Staff Dana Wax. I want to thank
11 all of you and certainly the Speaker Melissa Mark-
12 Viverito, and with that I want to acknowledge the
13 members of the committee we have with us today, and
14 also members will be joining us. I do know that one
15 of my colleagues is having a press conference this
16 morning and many of our colleagues are at that press
17 conference. So I want to acknowledge Council Member
18 Rory Lancman, Minority Leader Steve Matteo and
19 Council Member James Vacca. Thank you colleagues for
20 being here, and with that we are going to go to the
21 Administration, and there is anyone here who would
22 like to sign up to speak or testify, please do so
23 with our sergeant-at-arms to my left, and you will be
24 called after this panel. With us today we have from
25 the NYPD our First Deputy Commissioner Benjamin

2 Tucker. We have Chief Frank Vega, and we also have
3 our Chief of Detectives Chief Robert Boyce. Thank
4 you gentlemen for being here, and now I'll turn it
5 over to our Committee Council to provide the oath
6 before you begin your testimony. Thank you once
7 again.

8 LEGAL COUNSEL: Do you affirm to tell the
9 truth, the whole truth, and nothing but the truth in
10 your testimony before this committee, and to respond
11 honestly to Council Member questions?

12 DEPUTY COMMISSIONER TUCKER: I do.

13 CHAIRPERSON GIBSON: Thank you very much
14 and you may begin.

15 DEPUTY COMMISSIONER TUCKER: Thank you
16 Madam Chair, and good morning members of the Council.

17 CHAIRPERSON GIBSON: Is this on? The red
18 light? [pause]

19 DEPUTY COMMISSIONER TUCKER: How's that?

20 CHAIRPERSON GIBSON: Yes, it's better.
21 Thank you.

22 DEPUTY COMMISSIONER TUCKER: Okay. I'll
23 begin again. Good morning Madam Chair and members of
24 the Council. I'm First Deputy Commissioner Benjamin
25 Tucker of the New York City Police Department. I'm

2 joined here—I'm joined here today by as you—as you
3 know, Chief of Detectives Robert Royce and Deputy
4 Chief Frank Vega of Patrol Services Bureau, and on
5 behalf of Police Commissioner James P. O'Neill, I
6 wish to thank the City Council for the opportunity to
7 speak with you today about the NYPD's recruitment and
8 commitment to diversity across all of its ranks.

9 When the public believes that their Police Department
10 is there serve them, understands them and responds to
11 them, it inevitably deepens trust between police and
12 community, and it instills public confidence.

13 Consequently, assuring a diverse Police Department is
14 central to the NYPD's commitment providing a safe and
15 fair city for all communities we are privileged to
16 serve. Simply, we are a stronger NYPD when we
17 reflect the diversity of our city. To that end, we
18 have spent the last three years striving to meet this
19 goal. Let me begin by summarizing where we are as a
20 department. Today, the department's force is more
21 diverse than any—at any time in its history across
22 its ranks. The steady movement towards greater
23 diversity has been reflected in our entry level
24 training since the start of this Administration.

25 Whether the measure we—whether the measure we use is

gender, race, ethnicity or city residency, we've witnessed marked improvement in our ability to recruit and hire from these historically underrepresented populations. For example, in 2013, 43% of police officer hires were minority candidates, 18% of those candidates—these candidates were female and 52% were city residents. Contrast that with our January 2017 and October 2016 Academy classes where minority candidates accounted for almost 60% of each class. Over 20–20% of each class was female, over 20% of each class was born outside the United States. Over 30% of each class spoke a second language, and New York City residents represented 64% of each class. Under this administration the department has significantly reformed its recruitment philosophy and hearing—and hiring process. I do not believe it's a secret that our hiring process has been—historically been a challenge. If you were to ask City Police Officer or a civilian regardless of gender, he or she would tell you that the hiring process of the past too long and too impersonal. The process sometimes extended for as many as four years the time the prospective candidate took the NYPD Civil Service Exam to when she or she was ultimately hired. This

2 process was clearly unacceptable. We have sought to
3 modernize the hiring process by allowing better
4 tracking of candidates and providing more frequent
5 contact with candidates and delivering better overall
6 communication about the multiple steps in the hiring
7 process. Our previous recruitment strategy focused
8 heavily on career events at four-year colleges,
9 corporate sponsored job fairs and out of state
10 military hiring events. Our recruitment advertising
11 general appeared in traditional print media and was
12 heard on news and sports centered radio and
13 television programming. This antiquated strategy
14 only reached an appeal to certain demographics and
15 only modestly promoted the Police Department as a
16 viable career to the many who reside in our city's
17 most diverse communities. Under this administration
18 the department has committed to engaging in much-a
19 much different strategic productive recruitment plan,
20 a plan of action to promote the NYPD as a premier
21 choice of employment with the primary focus on
22 community outreach. This strategy is a boots on the
23 ground grassroots approach. Not only are recruitment
24 personnel deployed to geographic areas-to geographic
25 areas where predominantly underrepresented groups

2 reside, but we believe the department's recruitment
3 efforts will be bolstered to its new neighborhood
4 policing model and numerous outreach efforts. It is
5 the strategy that seeks engagement from city
6 residents, community leaders, chambers of commerce
7 and faith based organizations—for faith based
8 organizations to build and form partnerships while
9 also exploring new avenues to reach potential
10 candidates in their communities. It is a significant
11 departure from previous recruitment efforts.

12 Consistent with this change in-in philosophy one of-
13 of the more significant developments occurred last
14 year as you noted in your remarks Madam Chair with
15 the opening of the new Candidate Assessment Center
16 located in the former Police Academy at 235 East 20th
17 Street here in Manhattan. In viewing the survey
18 submitted by past applicants, those that discontinued
19 the process, cited barriers such as the length of the
20 process, the lack of support for applications—for
21 applicants, and the lack of transparency and how the
22 process works. Moreover, prior to the center's
23 opening, candidates have to travel several—to several
24 locations throughout the city to complete the various
25 stages of the hiring process. The Center now houses

2 the entire screening and assessment process for new
3 candidates for the department. It will streamline
4 this process by concentrating all of the subsections
5 of the Candidate Assessment Division in one place
6 including recruitment, character assessment, medical,
7 psychological assessment sections as well as the Job
8 Standards, Job Standards Testing Unit. The new
9 center features a fully staffed candidate-candidate
10 service hotline to field any applicant questions that
11 may arise. At the same time, our recruiters are
12 broadening their engagement with the City's youth by
13 working with members of our School Safety Division.
14 In 2016, recruiters attended over 400 recruitment
15 events including events, street fairs, career fairs
16 and participated in presentations in schools to
17 discuss the department's programs such as the NYPD
18 Explorers, the Cadet Corps, the Youth Police Academy.
19 These programs are a pipeline for talented youth to
20 eventually enter the rank of the-of the NYPD.
21 Recruiters also work with youth groups to schedule
22 recruitment opportunities in various locations
23 throughout the five boroughs. The impact of such
24 efforts cannot be overstated. When I returned to the
25 department in 2014, the headcount for example of our

2 Cadet Corps Program had dropped to a low of 107
3 people from previous—from a previous high of 637.
4 Through funding and your support provided through the
5 Council the department has been able to re-establish
6 the Cadet Corps Program with a current headcount of
7 635, and the maximum headcount returned to 637, and
8 we're proud that currently 78%--78% of our cadets
9 represent New York City's Minority communities.
10 Mentoring and training is something that applicants
11 who come—for the families with New York—NYPD
12 backgrounds have as a matter of course because of
13 their fathers and mothers and aunts, their siblings.
14 As current or former members of the department know
15 the process and its potential pitfalls. Other
16 applicants do not have these advantages and so the
17 department is working to build a support system for
18 the. All NYPD recruiters and mentors have been
19 issued tutorials to the best—to best prepare
20 candidates for the police officer exam and study
21 materials are made available to candidates. Our plan
22 is to have mentoring continue after the applicant
23 takes the police exam. This will entail tours to the
24 Police Academy conducted by recruitment and training
25 personnel as well as guidance through various stages

2 of the pre-employment process with the goal of
3 minimizing the number of applicants who fail to
4 complete these stages, and thereby discontinuing
5 their hiring process. We've also enlisted the NYPD's
6 ethnic and religious fraternal organizations to
7 provide mentorship for candidates of each of these
8 groups. Organizations such as the Guardian's
9 Association, the African-American Fraternal Society
10 have committed to having their members mentor
11 applicants through the hiring process keeping them
12 engaged and helping them understand the necessary
13 steps to achieving appointment. It is too soon,
14 however, to gauge the effectiveness of this
15 approach, but we will continue to monitor and
16 evaluate the effectiveness of our recruiting and
17 hiring strategies. Our commitment to diversity does
18 not end with the effective recruitment and hiring of
19 police officers. As you noted earlier, it is
20 essential we encourage and support our officers to
21 move up through our supervisory and managerial ranks.
22 To this end, we have endeavored to have our
23 management ranks reflect those individuals that they
24 supervise. Although the decision to become a
25 sergeant, a lieutenant or a captain are voluntary

2 choices requiring individuals to pass a promotional
3 exam for each of these ranks we have, nevertheless
4 focused our efforts on promoting the benefits of such
5 a career path, but not simply enabling entry level
6 supervisors to be free and creative thinkers and
7 addressing issues they face everyday, but also
8 establishing greater responsibilities and benefits
9 for when they reach the rank of captain. That will
10 allow them to stand out and reach the senior
11 executive ranks within our department. Here, too, we
12 have made great strides. Under the administration—
13 under this administration more than 30% of our
14 discretionary promotions to deputy inspector for
15 example, and above have been minority or female
16 members of the service, and as the department
17 continues to recruit individuals of all communities
18 to reflect the diversity of our city, we expect this
19 percentage to steadily increase over time. As a
20 result of all these efforts, the face of NYPD has
21 changed, but our commitment to a safer and fairer New
22 York City will not. Before closing, just to echo
23 your earlier remarks, I should say that our elected
24 officials are some of our best resources because they
25 often are—are the eyes and ears of their districts

2 and the communities they serve. So, therefore, as
3 some of you have already done, if you know, of
4 service oriented individuals who are living in your
5 district looking for a rewarding career, I'll do this
6 commercial by encouraging you to encourage them to
7 seek—seek our NYPD recruiters. Thank you very much
8 for the opportunity to speak with you today, and I
9 look forward to your—to your questions.

10 CHAIRPERSON GIBSON: Thank you very much,
11 Commissioner and thank you Chief Boyce and Chief Vega
12 for being here. I also want to acknowledge the
13 presence of my colleagues who have joined us Council
14 Member Julissa Ferreras-Copeland, and Council Member
15 Jumaane Williams. Thank you colleagues. So I just
16 want to get into just several questions, and
17 Commissioner I appreciate your testimony and giving
18 us a greater understanding of some of the efforts the
19 department has undertaken to ensure that we can
20 expedite the process. When you think about applying
21 for a job and possibly not being notified until maybe
22 four years later, extremely challenging. So I wanted
23 to ask from your perspective what has been the
24 greatest challenge within that process, that lengthy
25 four-year process where applicants have struggled

2 particularly women and applicants of color. What has
3 been some of the barriers the Psychological exam, the
4 criminal background check and please describe if
5 there have been any changes in that format, but
6 through that process where have you found the areas
7 of greatest concern and challenge?

8 DEPUTY COMMISSIONER TUCKER: Well, it's
9 interesting. I--before I get to the specifics of your
10 question, let me just back up and just remind you of
11 some of the history here in terms of the--the time it
12 takes--the--the--the window from the time you take the
13 exam to the time you are appointed. That's that the
14 four-year--four-year window. It could be a little
15 less than that. It could be two years--

16 CHAIRPERSON GIBSON: Uh-huh, right.

17 DEPUTY COMMISSIONER TUCKER: --but
18 nevertheless. But the other part of it was we had
19 multiple lists. Remember you--we were giving walk-in
20 exams. So you could walk in any time and take--take a
21 police exam over a long period of time, and so--and
22 you take multiple exams, and so you ended up with a--
23 we had---when we started we came in--in 2014.
24 Essentially, we had 50,000 people on the list on
25 these multiple lists. It wasn't just one list.

2 There were—there were I'd say there were more than a
3 dozen separate lists, and so that was part of the
4 challenge, but those folks were the ones who were
5 languishing. Those—those folks would be on those
6 lists and—and we hired off of those lists, we didn't
7 keep pace. The hiring of—of—of the people off those
8 lists didn't diminish the list significantly. So
9 those folks would wait for that long period time and
10 we'd lose them, and those were folks who obviously
11 they sat for the exam. We assumed they had an
12 interest in coming into becoming police officers so
13 we lost those folks. So that was one of the
14 challenges. The other challenge was in the process
15 and how we investigate the cases and so forth and I—
16 just to—to some of your question why people drop out
17 of—of the system. So, we've certainly looked at—at
18 both things. The first thing we did with—with
19 respect to the exams was we asked Department of
20 Citywide Administrative Services to—to stop giving
21 the walk-in exam. So they stopped. They—they
22 honored that request and then sometime in the middle
23 of—of 2015, we stopped giving the exam, and our goal
24 was to take a look at those 50,000 people on the list
25 and see how many of them were still viable, but also

2 continue to hire. So the classes that we hired since
3 that time that come from those lists obviously, but
4 many of those folks who are on those lists were--were
5 gone, but we reduced the number. Then we moved to
6 thinking about the recruitment campaign, which we
7 rolled out, and then we started to--we--we set a date
8 for when would give the--the next exam and that was
9 January this--this month, and--and when we hired those
10 folks, those--they gave the exam people filed for the
11 exam. Within two days we had 10,000 people on the
12 list who--who--who registered to sign to take the exam,
13 and so during that period the--the exams were--began--
14 began to--we gave the exam and--and we ran out of
15 seats, in fact. So we spoke with DCAS again, and we
16 were able to--they added 4,000 more seats, and so we
17 have 14,000 people at this present time who are in
18 the queue so to speak for--who had sat for the exam
19 and--and who were, you know began the investigative
20 process once they get there--there and ready to pass
21 the exam. So--so that's the--sort the, you know, the--
22 this--the historical piece and it brings you current
23 to where we are with respect to giving exams. We are
24 also preparing to because we know that there are
25 probably many more people out there who--who called

2 and wanted to register or who went online to register
3 but couldn't because it was closed, and so we are
4 working with DCAS at the moment to schedule an exam
5 sometime in the spring. So we'll do another exam so
6 that we don't lose these folks who have—who have
7 expressed an interest in coming on. But we also to—
8 to get to your questions, the other part of your
9 question we have the—we also took a look at our
10 investigative process to try and—and—and raise the
11 integrity of the decision-making process with how the
12 cases were flowing, and the decisions around those
13 applications that may have had issues or challenges,
14 but to make sure that those applications are—are
15 looked at not only by the investigator but by the
16 supervisors to ensure that if there's a problem, that
17 problem either can be solved right away, or whether
18 or not the individual is—is disqualified based on
19 some other criteria.

20 CHAIRPERSON GIBSON: Okay, DCAS approving
21 14,000 slots is a little on the low end. I know
22 typically in the past we've had as high as almost is
23 it safe to say 20 to 25,000 at one time?

24 DEPUTY COMMISSIONER TUCKER: Oh, we've
25 been at that. We-we-were--

2 CHAIRPERSON GIBSON: [interposing] Or,
3 higher than that?

4 DEPUTY COMMISSIONER TUCKER: Yeah, we were
5 expecting more than that because-

6 CHAIRPERSON GIBSON: [interposing] Okay.

7 DEPUTY COMMISSIONER TUCKER: --remember,
8 we hadn't given an exam in a year and a half.

9 CHAIRPERSON GIBSON: Right.

10 DEPUTY COMMISSIONER TUCKER: You know, we
11 expected that people would--would--you know, the
12 recruitment campaign notwithstanding we expected that
13 people would want to sit for the exam. So we know,
14 we believe that at least as there's close to 30,000
15 folks unless they were still waiting for some
16 feedback from DCAS on how many actually continued to
17 file. We closed the filing date again, and we opened
18 it again so that there will be people who clearly
19 went beyond the 14,000 who are still--who are now are
20 in the queue to probably hopefully take the March
21 exam.

22 CHAIRPERSON GIBSON: Now, was it the
23 applicants that are in queue beyond the 14,000 would
24 they have any preference or would they be able to get

2 on the list for the March or when it's going to
3 occur?

4 DEPUTY COMMISSIONER TUCKER: [interposing]
5 Oh, yeah, no that's what we'll do. We'll contact
6 them, and we--

7 CHAIRPERSON GIBSON: [interposing] Okay.

8 DEPUTY COMMISSIONER TUCKER: --can ask
9 DCAS about first of all getting back in touch with
10 them as soon as we--they decide on the next test, the
11 mandate that those folks will get notice so that
12 they'll know when it opens. We won't just assume
13 that they'll do it on their own, but we'll--we'll
14 affirmatively go after them to let the know that this
15 the date for the next exam.

16 CHAIRPERSON GIBSON: Okay and within the
17 process of centralizing all of the different elements
18 of this process to one location to the old academy,
19 many applicants have shared with me that some of the
20 challenges they experienced in the past has been the
21 follow up from the investigator they're assigned to.
22 So, there could be some changes. Their investigator
23 has been changed. They were or were not notified.
24 Phone numbers changed. Has that been streamlined as

2 well? I got to visit the academy on the day of the
3 announcement. I saw the customer unit--

4 DEPUTY COMMISSIONER TUCKER:

5 [interposing] Right.

6 CHAIRPERSON GIBSON: --of about a dozen
7 officers that are really there to answer phone calls
8 almost like a 311 hotline for applicants. So are we
9 able to better understand investigators and the
10 follow up that needs to happen? And also within the
11 process I can imagine from the feed I get many of the
12 challenges for applicants is the criminal background
13 check. Many applicants cannot get past that. So is
14 that something where there have been changes? I do
15 remember a conversation early on where we waived the
16 fee for fingerprints I believe. Was that done?

17 DEPUTY COMMISSIONER TUCKER: Not that I
18 know.

19 CHAIRPERSON GIBSON: Or it may have been
20 for school crossing guards. I apologize.

21 DEPUTY COMMISSIONER TUCKER: It may have
22 been either school crossing guards--

23 CHAIRPERSON GIBSON: [interposing] Our
24 public safety world.

2 DEPUTY COMMISSIONER TUCKER: Yeah, it
3 might have been, but I can find out.

4 CHAIRPERSON GIBSON: [interposing] Okay,
5 well, have--has there been any changes in that
6 process?

7 DEPUTY COMMISSIONER TUCKER: So, yes,
8 the--so we have you mentioned the--the customer service
9 lines just so people can get some information--

10 CHAIRPERSON GIBSON: [interposing]
11 Immediate assistance.

12 DEPUTY COMMISSIONER TUCKER: --ask
13 questions and immediate assistance.

14 CHAIRPERSON GIBSON: Right.

15 DEPUTY COMMISSIONER TUCKER: So we've
16 started that process. We haven't evaluated it. It's
17 not--so the calls can come in, but it is not a--it's
18 not an automated system. So it takes, it was still--
19 in my view I think we can--we can improve on it as
20 soon as we can make it more of an online type of a
21 process, but for now we haven't as far as I know
22 gotten any serious complaints. I think people are
23 getting responses to it and answers to their
24 questions, and getting clarification on things that
25 they need. We've have--we are asking investigators

2 to-to-to get back to individuals who owe them
3 information that they've requested to mind them
4 what's due, and-and I should add this point one of
5 the things that we've done that I mentioned in my
6 remarks is this notion of having people who know the
7 process from these organizations, either the
8 Guardians or other associations or our fraternal
9 organizations, mentor these individuals who are now
10 on the list and-and navigating the process to be sure
11 that they remind folks that they have to be serious
12 when-when requests are made for information to make
13 sure that they follow through and-and provide that
14 information in a timely fashion. So-so-so it's
15 shepherding that process through and-and really
16 coaxing people and giving them someone to help
17 support and get through it. That I think will make a
18 difference, and we'll see how-we'll see how it goes,
19 but so far it's worked pretty well. We've been
20 meeting as we continue to-to bring into the job off
21 of these lists as part of our new quarterly hiring
22 process that---that has-that has worked quite well.

23 CHAIRPERSON GIBSON: Okay. I have in
24 front of me a uniform demographics of officers as of
25 September 2016 so it doesn't include the class that

2 graduated in December, and within the recruitment
3 efforts you talked a little bit about the partnership
4 with the fraternal organizations faith based partners
5 and clergy. We are making progress, but we are still
6 struggling significantly of recruiting African-
7 American men and women. The Hispanic community is
8 doing a little a little bit better. Their numbers on
9 average are closer to 30% of the workforce, but
10 African-Americans are less than 15%. My numbers are
11 averaging between 10 and 15% overall. What are we
12 doing to address specifically this population of
13 African-American men and women applicants to join the
14 department? So can you expand a little bit on the
15 partnerships and where we're going into underserved
16 areas and trying to recruit because the numbers are
17 moving forward, but they're still very, very low.

18 DEPUTY COMMISSIONER TUCKER: But they're--
19 I think that, you know, the numbers that we've
20 watched these classes. I mean we've had some of the
21 highest there. At one point last year mid-last year,
22 July we had 18% in one of the classes we brought, and
23 maybe that was the April class and then the numbers
24 were--were about the same in the October class. I'm
25 looking at the January class. We have--

2 CHAIRPERSON GIBSON: [interposing] The
3 January class that's in now?

4 DEPUTY COMMISSIONER TUCKER: January
5 2017.

6 CHAIRPERSON GIBSON: Okay.

7 DEPUTY COMMISSIONER TUCKER: You know,
8 the most recent class.

9 CHAIRPERSON GIBSON: Okay.

10 DEPUTY COMMISSIONER TUCKER: 429 people
11 we have. In terms of-of-of African-American we have
12 15-it's just under 16% and compared with 32% for
13 Hispanic for the Hispanic population, 9% for Asians,
14 which is a little higher than it had been
15 traditionally. The-the October class that I
16 referenced of '16 we were at 16, almost 17% and to
17 29% Hispanic and so forth. But we I think have been
18 consistent because in the past those have been
19 somewhat, you know, depending on-on-so for example we
20 looked at the July 13th class the 2013 class, and
21 that was a pretty large class 447 people in that
22 group, and at that time we had only 9.4% Black and
23 25% Hispanic, and 85 Asian. So the numbers with
24 respect as you can see there just jumped pretty
25 significantly. So-so I think we're-we're holding our

2 own. I think the question really is can we—you know,
3 can we increase that number? I think we are
4 increasing it and hopefully can increase it more
5 through the recruitment efforts that I referenced,
6 and, you know, with it they've been pretty robust.
7 We—what we don't know is how many people who are—who
8 applied for this most recent exam we don't know how
9 many of them, you know, what that demographic looks
10 like yet. DCAS, we've asked DCAS to get to the—to
11 the data, and they said they'll have it in—in a few
12 weeks. So we'll see what—what—what—what that looks
13 like, but I think we'll—we'll continue to push on the
14 recruitment, the advance, as I mentioned prior to us
15 calling the hearing. We are very much interested in
16 pushing it down further to have boots on the ground
17 and do the recruitment more face to face at events in
18 communities and we can target those communities
19 particularly communities of color, and we'll continue
20 to stay with that. The other—the other thing I could
21 mention at this point, which is I think you're
22 familiar with is the notion of the—the pipeline we're
23 trying to—that we've built to—to focusing on to—to
24 connect with our youngsters at an early age. So
25 we're talking about the year, the Youth Academy and

2 we're talking about the Explorer Program, and then
3 moving from the Explorer Program into the Cadet
4 Corps. That is--has been I think a positive and
5 really robust pipeline, and once we brought the
6 headcount back up we now are at 635 cades, and that's
7 been--that will continue I believe as they go forward
8 as they--they work, they go to school, they get their
9 degree, and then they cycle through and they come
10 into the job that way. So that's another steady
11 flow. There's the partnership with John Jay College
12 through what they call the Apple Corps and that's law
13 enforcement focused program. We have students
14 attending any one of the six community colleges.
15 Part of that program is to give them exposure to the
16 more internships around law enforcement and--and
17 criminal justice with a view toward having them once
18 they get their associate degrees they have a seat,
19 guaranteed seat at John Jay College, and they can
20 finish their---their baccalaureate degree there. So
21 that's another an adjunct to--to the recruitment
22 effort that we're--that we're talking about. Now,
23 we're coming at this from a variety of ways, always
24 thinking and hoping that we can increase the numbers
25 across the board, but certainly in those categories

2 like African-American males where—where we think we—
3 we have fallen short or could do better.

4 CHAIRPERSON GIBSON: Okay, I agree. I
5 think we need to obviously keep pushing and pushing.
6 What has been the feedback you received from the
7 fraternalists and members of clergy and the various
8 communities about the challenge of recruiting
9 African-American candidates? You talked a little bit
10 about mentoring and training. Can you expand on that
11 a little bit because I do know when the class opened
12 for the exam in January a lot of the fraternalists were
13 having tutorials for a prospective applicant using,
14 you know, curriculum that was given from the
15 department to focus because while it's important to
16 get on the exam, it's more important to score
17 extremely high. I recognize that. So we want the
18 applicants to do well on the exam. So getting them
19 to that point, and then also making sure we follow
20 through on tutorial and mentoring other
21 opportunities. We want to make sure that emphasize
22 on that. So what has been the feedback you're
23 getting on the ground from the various organizations?

24 DEPUTY COMMISSIONER TUCKER: Well, I mean
25 other than the fact that they're—they're providing

2 the services and working with young people, that-that
3 is happening. I think the proof is in the pudding
4 and we won't know that until the exams are, you know,
5 when these youngsters take the exams we see where
6 they're placed on the list, and how well they do.
7 So, and then we can track back to who these are, who
8 they are—and—and connect that hopefully to the
9 mentoring process that helped get them there. So,
10 we'll—we'll keep track of it to get us into, you
11 know, the value. I can't imagine that it won't be a
12 value because it will be hopefully valuable for
13 purposes of getting them through the exam, and them
14 getting really good scores, but also I think after
15 the fact. I mean a lot of folks who—who take the
16 exam or just the exam. Historically they take the
17 exam, they make the list, they begin the process and
18 then drop out from their—through the process. So we
19 want to make sure that that's the critical point at
20 which, you know, if they've come that far, we want to
21 make sure that they're doing that we can do to make
22 sure that they get through that process and stay in—
23 stay in the game.

24 CHAIRPERSON GIBSON: Right. Okay so the
25 classes in the Academy now you said that 16% are

2 African-American, 32% are Hispanic-American and 9%
3 are Asian-American. What are your thoughts as to why
4 the Hispanic community is doing so well. 32% is
5 fairly high compared to 16% and 9%. So we're
6 struggling with African-American and Asian-American
7 candidates. Is there any thought behind, you know,
8 what some of the factors are and—and why the numbers
9 are not more balanced in their—you know such a
10 difference in percentages?

11 DEPUTY COMMISSIONER TUCKER: Well, no I
12 think—I think it's the—one of the challenges, and I'm
13 not sure that that's the right way to think about
14 measuring, you know, whether you're successful or
15 not.

16 CHAIRPERSON GIBSON: Right. No,
17 definitely not measuring success.

18 DEPUTY COMMISSIONER TUCKER: You know,
19 and so but the Hispanic population we've noticed it
20 says it's been growing. We've seen a bump up in over
21 the past three years, and so their numbers have been—
22 been higher for some time now than the African-
23 American percentages. So, and I'm not sure why that
24 is. I don't know that any one knows that, you know,
25 let's imagine people taking the exam and—and coming

2 into the job. Our goal I think is to—is to—is to
3 redouble our efforts on—on increasing the number of
4 African-American males, as you pointed out, and—and
5 seeing what—how much success we have. Our hope is
6 that the—the mentoring process that we've—that we've
7 been talking about will—will help us get some
8 traction or better traction in that regard.

9 CHAIRPERSON GIBSON: Okay. So with new
10 campaign that we're rolling out Compassion and
11 Courage and the PSAs that I've seen across the city,
12 the ads and the promotions to make sure that we're
13 attract—attracting the—the best and the brightest,
14 what are you thoughts on the other efforts like the
15 NCO program, like the community partnership program
16 in making sure that the bottom line is applicants
17 need to feel and—and see being a police officer as a
18 career driven opportunity, and the challenge is, and,
19 you know, now some of the fractured relationships
20 we've had in communities of color with law
21 enforcement over the past is very relative to many
22 applicants feeling, you know, resistance of joining a
23 department. Many applicants I've spoken to use that
24 as a catalyst and say I want to join the department
25 so I can change the stereotypes and the perceptions

2 of the Police Department. As an African-American man
3 or an African-American woman, I want to join the
4 department and be a change agent so that residents
5 can see me and see themselves. So, you know and I say
6 that because I've heard it from many residents, but
7 you know, unfortunately it's not resonating as much
8 as it should throughout many of our communities. So,
9 you know, I-I appreciate the work that we're doing,
10 and I certainly know we need to do a lot more because
11 the numbers are reflective of our commitment, but I
12 do think we're still struggling particularly with
13 African-American, you know, candidates and—and so the
14 recruitment efforts, the outreach efforts, the job
15 fairs that we've had throughout the city and using
16 other stakeholders that have, you know, these
17 connections I think can help us but, you know, does
18 that get us to the finish line is my—is my question.
19 I don't know that we get to a point where we're
20 satisfied, and where we say our work is—is fully
21 done.

22 DEPUTY COMMISSIONER TUCKER: No, I think
23 that's—I think that's—that's that point, you know,
24 right, you want to just—you want to get—you want to
25 increase the numbers. You want to do as much as you

2 can to-to that and all of the areas you just
3 described are-are one way to do that, right, and-and
4 it's collectively if you can get the communities to
5 really focus on it, and the clergy and the schools
6 and-and through community affairs through our
7 Community Affairs folks. In addition to our
8 recruiters, but-and-and then add to that the-the-the
9 labor policing model so you're talking about NCOs.
10 You're talking about sector officers. That would be
11 the-the--to try and re-interact with young people all
12 the time particularly through our school safety
13 mechanisms. I could talk a little bit about that,
14 but so I think that's the-the goal is to do a full
15 court press and to address the issues you raised to-
16 to-to get the word out as much as we can to you
17 people to demonstrate that this a worthwhile career,
18 and-and you do that by exposing them to-to the people
19 who are in the job now, the recruiters. We do it by
20 encouraging them to-to participate in programs like
21 the Explorer program, those-those kinds of events.
22 And so that's the-I think it's multi-faceted and-and
23 it's-it's we're, you know, moving in this direction
24 on many tracks and the goal is to continue to do as
25 much of that as we possibly can. When, you know,

2 what—that the number, what the magic number is. I
3 don't think there is one, but when we feel like we—
4 we—we're there, I think the goal is to your point I
5 mean you want to—you want to encourage young people
6 who feel like they want to make a difference to make
7 them—put them in a position where they feel like they
8 can come into this job and do just that. That's how
9 I got started, you know, and I—I didn't—I wasn't
10 recruited to—to come into this job. I—I took an exam
11 and a buddy of mine woke me up one morning and said
12 let's go take this test, and but it changed my life,
13 and I didn't like cops at the time as much as I do
14 now. I love them now. I mean I'm one of them,
15 right, but that was, you know, for me a beginning
16 that I—that was surprise, and so I think—and I talk
17 to young people all the time and I tell them that
18 story, and—and they—it does resonate with them. So I
19 think that's what we're talking about to make it—make
20 it live for them and have them understand that—that—
21 that it's a—it's worthwhile career that they could
22 participate in, and that they also can make a
23 difference in what they bring—and what they bring to
24 the—to the job. So, I think that's the goal and—and
25 for us to continue down that path with as much

2 assistance as we can get from our—our clergy from
3 our, you know, our belts and other community
4 organization within the communities that we're
5 talking about.

6 CHAIRPERSON GIBSON: Okay. Let me move
7 to Promotional Paths before I get to my colleagues
8 that have questions. You talked about the decision a
9 sergeant, lieutenant or captain or voluntary and
10 require a police officer to take a promotional exam.
11 I want to talk about the pathway to detectives,
12 police officer to detective. In the department there
13 are certain units where you can become a detective
14 and get a shield in a quicker timeframe mainly like
15 the Warrants Unit, Homicide, et cetera. Some of the
16 fast paced units where the volume is just extremely
17 heavy. What are we doing as a department to
18 encourage police officers to strive to be detectives?
19 So it's merit based. It's based on decisions that
20 the department makes to promote an officer to a
21 detective to get a shield. Can you give us a greater
22 understanding of how that works and where we are
23 because looking at my numbers from September of, you
24 know, last year, again numbers where African-

2 Americans, Latinos and Asian-Americans the numbers
3 are not as high as—as other categories.

4 DEPUTY COMMISSIONER TUCKER: Well, I mean
5 it's, you know, this is a discretionary motion.

6 CHAIRPERSON GIBSON: Yes, discretionary,
7 right.

8 DEPUTY COMMISSIONER TUCKER: And so
9 detectives are, you know, the—and how you become a
10 detective is based on your performance.

11 CHAIRPERSON GIBSON: Uh-huh.

12 DEPUTY COMMISSIONER TUCKER: But you also
13 and that performance could be in—in working in—as a
14 patrol officer and on the street doing your job. You
15 may be—you know, we're promoting people to detective—
16 detective specialists who are field training
17 officers. You—you recall that we increased the
18 number of field training officers when we—when we
19 started the field training program, and so one of the
20 incentives for folks doing that job is that they a—a
21 track to—to the detective ranks. The same thing is—
22 is also true for our officers working in the new
23 neighborhood policing model program and the NCOs and
24 so forth. So—so that you create the track and then
25 it becomes your—his voice to talk about this for what

2 he's looking for in terms of--of--of people who would
3 come into the detective bureau even as white shield
4 police officers, and then end up being promoted at
5 some point during that time. S o there are number of
6 ways to do it to track--to come in, but--but
7 fundamentally it's about being a good cop. What does
8 that mean? It's about the performance evaluations.
9 It's about your sick time. It's about being
10 responsible. It's about all of those things that--that
11 --that, you know, essentially suggests to--to your
12 supervisor that you are an individual who is--is
13 prepared and ready for promotion. That's typically
14 the way that works, and the numbers I think are--they
15 vary, but I think we are, you know, when we talk
16 about, you know, minorities, we talk about African--
17 American or Hispanics, I don't think that--

18 CHAIRPERSON GIBSON: [interposing] And
19 women.

20 DEPUTY COMMISSIONER TUCKER: --youth--and
21 women. Thank you. I just wanted to see if you were
22 paying attention. [laughter] You know, you could
23 see that we are--I think the numbers are attracting
24 pretty well in that regard. I don't know, Bob, if you
25 want to add.

2 CHIEF BOYCE: Sure. Good morning ma'am.

3 CHAIRPERSON GIBSON: Good morning.

4 CHIEF BOYCE: Obviously, we want to get
5 the best personnel that we can for the bureau. We
6 have administrative work. We have an open
7 application program, but at certain times we do—we do
8 intense interviews. We bring candidates in. We
9 speak to them. We ask them to explain, you know,
10 their career and why they want to be detectives.
11 We've done very well with it. Right now whereas the
12 two diversity issues. It almost goes by borough.
13 Right now in Manhattan North we're at 57% of our—

14 CHAIRPERSON GIBSON: [interposing] Can
15 you speak a little louder into the microphone?

16 CHIEF BOYCE: Sure. So just to your
17 question of diversity in the Detective Bureau. I
18 wanted to get that as soon as I can. 50–57% of
19 detectives and the supervisors in Manhattan North are
20 of minority background, 58% in the Bronx. That
21 changes somewhat as we go around the city, but it's—
22 it's with department standards is what—what
23 department numbers are elsewhere in the city. So
24 we're right there as well. We want the best that we
25 can get. We examine basically their—their arrest

2 record, what they've done, day cases, their ability
3 to communicate with people, important things. We do
4 all those things. It's all part of the structured
5 interview, interview process that's also looked at
6 from my office in the Detective Bureau. We also ask,
7 I ask each chief that works with me to do the
8 interviews personally, which they do for the most
9 part. So it's an important process that you get
10 great detectives in the—the next great generation
11 coming.

12 CHAIRPERSON GIBSON: Okay. So just a
13 quick question. You talked a little bit arrest
14 record as one of the factors that, you know, we look
15 at in terms of police officers, work, performance
16 measurements, determining if they would make good
17 viable detectives. Are we looking at other factors
18 like I know recently there was a decision made to
19 offer NCO officers a chance to become detectives, but
20 we know, and I think it's fair to say that there are
21 certain units in the department where your arrest
22 record may be different because it's—it's a unit
23 where the volume is much heavier than if you're a
24 patrol officer. Oso are we—are we look—are we giving
25 to me? Are we giving it equal attention because I do

2 know, talking to officers obviously, you know, just
3 in terms of what they believe, you know, many of them
4 put in requests to join the warrant unit or-or any
5 other unit because they know that there is a track
6 where you can get a shield in 18 months. I mean I'm
7 being honest about it, but there are other units
8 where it's patrol work, which are not necessarily
9 give a fair opportunity Does that make sense?

10 CHIEF BOYCE: Let me-let me explain. It
11 does.

12 CHAIRPERSON GIBSON: Okay.,

13 CHIEF BOYCE: Let me explain it to you.
14 There is career path for detective where once you
15 accept it it's that you're a tested investigator.

16 CHAIRPERSON GIBSON: Right.

17 CHIEF BOYCE: The NCOs would be detective
18 specialists. I don't control. I control only the
19 specialty-the-the investigators. They are on very
20 exact career path for 18 months. If they qualify and
21 they do well in the 18 months, they're a detective
22 shield. Detective specialist is somewhat different.
23 I don't have any of them working for me. Usually, on
24 patrol paths. Chief Vega can explain it. So there's
25 two different ranks, an investigator or specialist.

2 CHAIRPERSON GIBSON: Can you describe
3 what—are the functions different, Detective
4 Investigator Boyce is a Detective Specialist. Those
5 are two different ranks, but one is under Detective
6 Bureau and the other one is under Patrol.

7 CHIEF BOYCE: Correct.

8 CHAIRPERSON GIBSON: Right?

9 CHIEF BOYCE: Basically, the
10 investigators, Madam Chairman, fall under the
11 Detective Bureau, the investigators.

12 CHAIRPERSON GIBSON: Uh-huh.

13 CHIEF BOYCE: The other ones would be the
14 Detective squads per se. The Detective Specialist
15 Track is a patrol services based function. The NCO
16 neighborhood policing model. What will happen is
17 basically after field training the traditional police
18 officer going through a response auto capacity.
19 They're basically the—the casualty and uniformed
20 police officers that will answer the 911 calls day in
21 and day out. From that, they'll transition into
22 what's known as the steady sector calls What we've
23 done in 35 commands four more are going up this week
24 and four more in April are neighborhood based
25 policing models. The steady sectors will have these

2 same exact parameters. Each and every day they'll
3 respond to those radio call. They'll meet the
4 community residents, community activists,
5 neighborhood groups, schools, churches in that
6 specific section. What they—what we're trying to by
7 overstaffing the model for neighborhood policing is
8 to give those study sectors cars additional time to
9 have off patrol uncommitted time so they can make
10 those very important community connections. Our goal
11 is to have one-third of their day and/or night, have
12 uncommitted time so they can make those connections
13 to assist with community problem solving, seeing what
14 the underlying problems are, coming up with creative
15 solutions. After successfully beginning a steady
16 sector officer for—whatever the term for the time of
17 the day, they have approximately an hour based on the
18 commanding officer's approval to become a
19 Neighborhood Coordination Officer. Each—each sector
20 separates as a four, separates as a five depending on
21 the size that the—the—just patrol a particular
22 neighborhood in a precinct. So those two
23 Neighborhood Coordinating Officers for, you know,
24 Precinct 99 Sector Adam would do that function day in
25 and day out, and they've been major problem solvers.

2 They've do the quarterback of these steady sectors,
3 responds to auto and they're—and they're conduits of
4 community groups as well as at the precinct
5 community-commanding officer. From that they have
6 the opportunity now to become Detective Specialists,
7 which is a non-investigative track, which we're—we're
8 certainly—you know, we had, we fortunate to have two
9 NCOs promoted in January already and we're going to
10 continue hopefully going forward. We had number of
11 them last year as well the promotion to Detective
12 Specialist, not investigator. Of these detectives—of
13 the NCOs citywide about 23, 24% of them are, in fact,
14 African-American. So we're trying to get in
15 connection with what the Commissioner is saying about
16 getting the-the boots on the ground, we're trying to
17 make those intimate connections to show everybody,
18 you know, there's a recruitment effort. Look at me.
19 Look what I've done. Look what I'm helping to do for
20 this particular neighborhood. You know, come-come
21 join us. So it certainly—it's a work in progress
22 and—and like I say we're rolling out more commands as
23 we go forward. The commitment is to get more cops
24 onto patrol. So we're happy, although maybe the
25 department's overall size is somewhat similar or the

2 same up and down to varying degrees, we're trying to
3 get more people out there to answer radio runs on a-
4 on a continual basis. This way the communities could
5 feel more comfortable approaching us. We could, you
6 know, a little more involved in community solving
7 abilities.

8 CHAIRPERSON GIBSON: Okay.

9 DEPUTY COMMISSIONER TUCKER: And let me-
10 let me just add something that is really critically
11 important to-to everything that both Rob and Frank
12 have said, and-and that relates to, as you know we're
13 rolling out a new performance evaluation system, and-
14 and so-and-and if you listen to the vibration you
15 hear in terms of-of the-what-what the Detective
16 Bureau and the Investigative Tracks look for or what
17 our Patrol Services Bureau look for. It really does
18 relate to nature of the work that people do, and so,
19 you know, we've made this shift from quality over
20 quantity right, and so it's not just about the
21 numbers any more, and that's especially true when it
22 comes to new Neighborhood Policing Model because the
23 30% off the clock is-is really going to be law
24 enforcement related, and there may be conditions and
25 focusing on conditions, but it's really about problem

2 solving and so forth. So, the—the new evaluation
3 system as we roll it, and we're rolling it out really
4 with patrol first. We're focused on this notion of
5 how we look at the metrics that—that we're looking.
6 So while summonses and—and arrests are all part of—of
7 that, you know, what it looks—gets looked at, we also
8 are looking at the other kinds of issues that—you
9 know, activities that the officers are engaged in
10 that related to problem solving that relate to their
11 connection to the community in—in a very different
12 way, and get, and that gets factored. So that's—
13 that's the first thing. The second thing that is
14 that we're giving in this particular performance
15 evaluation system allowing officers for the first
16 time to actually input from themselves, and are able
17 to document activities that they're engaged in
18 during, you know, during their tours whether it's
19 especially in their 30% time if we're talking about
20 sector cops in the the—in the NCO in the neighborhood
21 policing model That same thing is true for the
22 Neighborhood Coordination Officers obviously as well
23 in terms of the work that they do. And so, all of
24 those things get documented. So the list of—of
25 things that get looked at in terms of metrics that

2 will be measured against your performance is much
3 greater than it has been in the past. It's not as
4 narrow, because it's not only or solely related to
5 numbers. So-so that will, you know, this is-it
6 brings some-some-some more transparency to the
7 process. It-it allows for supervisors whether
8 they're a supervisor of a particular group of
9 officers, or some other supervisor who can also add
10 comments to-about a particular officer based on
11 something they observed that this officer has done
12 that-that is good work. So-so there's-there are lots
13 of ways to feed into-into the process so that the
14 information can-can help in the assessment of this
15 officer and part of the work that he or she is doing.

16 CHAIRPERSON GIBSON: Okay, the
17 performance evaluation you described I believe is the
18 same evaluation that Commissioner O'Neill talked
19 about several months ago. He was at a breakfast at
20 ABNY and he mentioned that there would be a new
21 rollout of specific to NCO officers in terms of
22 community feedback. So looking at the various factors
23 of what defines a successful officer, you know, I-I
24 know we-we've derived much of our information from
25 numbers, but also generally do residents and

2 neighborhoods where we have the NCO program feel
3 safe. Do they know their NCO officers? Are they
4 calling, you know, Detective Adams, Detective Boyce?
5 Do they know their NCO officers? You know, these are
6 the questions that I certainly hope through this
7 evaluation that you're telling me now includes patrol
8 officers is a way to gain some community feedback.
9 Police Officer input is great. Looking at numbers is
10 great, but I also think the community and where they
11 feel, you know, there has been success or not
12 success, I think is important. You mentioned, Chief,
13 we're in 35 commands and that includes PSAs.

14 CHIEF BOYCE: Every PSA school.

15 CHAIRPERSON GIBSON: Oh, every PSA.

16 Okay, all nine. Okay, and we're expanding. I mean
17 we're expanding NCO programs universally throughout
18 the department. So I guess my next question before I
19 give it Council Member Lancman is with all of the NCO
20 officers that we are putting into that program,
21 backfilling them, their positions in terms of patrol
22 officers, we also need to make sure that we are
23 hiring as many detectives as we can because of the
24 work. I don't think many in the public understand
25 how the Detective Bureau works in terms of the

2 various detective squads that are under Chief Boyce's
3 leadership. So I wanted to know with recent
4 conversations we've had around detectives and
5 investigators working on various cases, homicide,
6 assaults, robbery, larceny, sex crimes, et cetera--I
7 can't name them all--have we seen changes in
8 detectives? You and I were together at an
9 announcement on a new initiative focused on human
10 trafficking, as I understand there were 25 detectives
11 we're going to dedicate to that particular unit. So
12 my question is do we have those 25 detectives and are
13 we hiring more detectives as our workload increases?

14 CHIEF BOYCE: Alright, let me answer that
15 question in a couple thought frames.

16 CHAIRPERSON GIBSON: Sure.

17 CHIEF BOYCE: We--we've embarked in March
18 of this year on the Unified Investigative model. So
19 we have merged the Organized Crime Patrol Bureau into
20 the Detective Bureau. That gives me roughly about
21 5,200 detectives citywide. Those are detective--
22 detective investigators. So not only--

23 CHAIRPERSON GIBSON: [interposing] But
24 they're not new. They're just rolled under a unit.

2 CHIEF BOYCE: Alright, alright, I'll
3 explain that as I go forward.

4 CHAIRPERSON GIBSON: Okay.

5 CHIEF BOYCE: One of the things to your
6 immediate question about human trafficking, the Vice
7 Division was—was shut down at one point. I saw the
8 need and so did Commissioner O'Neil as well as
9 Commissioner Bratton to reinstitute the Vice Division
10 to attack or to address human trafficking mostly
11 going after persons who are putting these women in
12 peril. So that's a new initiative from the past year.
13 So we have added Inspector Cline to be the CO. We've
14 staffed it, and we'll continue to staff it. Those 25
15 detectives are coming. We have to go find them
16 first. We have the women abused and—and find the
17 right persons that we want. So that's an ongoing
18 process right now. Adding people to the Bronx, let's
19 say. We saw that some of the detective squads up
20 there are more than just a little challenged.
21 They're—they're flooded with more cases than they
22 were last year. In particular I'm talking about the
23 40 Precinct. They had a—a spike of 535 more cases
24 this year than they had in 2015. Excuse 2015 versus
25 2016. Out of those 535 there was 200—538, there was

2 235 majors—major cases, those major 7s that we
3 addressed. So during this year and the Times
4 articles the data was somewhat flawed. There was
5 actually 23 detectives last year in—in the 40 Squad,
6 not 16 as mentioned. There are now 27. We're going
7 to add more now. What we saw is a lot of the
8 response commands were in the 40 squad certainly a
9 busy squad. First, there's no question. As far as
10 case wise they're number 6 in the city. Two
11 Manhattan squads have more than them as well as
12 another—the Bronx Squad has more than that. So we
13 have to get more detectives and more White Shields to
14 become detectives on track. To that end, we've
15 identified 75 White Shields who are going into Bronx
16 Detectives immediately. After we've moved and made
17 that trained out to be trained, they have the—we have
18 them all on identified with saw through the
19 department right now as being qualified as well as
20 their histories. So we should have them by the end
21 of the month in those types of squads once they're
22 trained. Good news for us because I think they work
23 very hard in the Bronx.

24 CHIEF BOYCE: New White Shields who are—

2 CHAIRPERSON GIBSON: Okay, so the 75
3 these are new detectives that are going to the Bronx?

4 CHIEF BOYCE: New White Shields who are--

5 CHAIRPERSON GIBSON: [interposing] New
6 White Shields.

7 CHIEF BOYCE: --go on a Career Path to
8 become detectives.

9 CHAIRPERSON GIBSON: Right, okay.

10 CHIEF BOYCE: Go back to the Bronx by the
11 end of the month--

12 CHAIRPERSON GIBSON: Okay.

13 CHIEF BOYCE: --we should have them.
14 Again, this is a lot of work to be done. So it's not
15 an easy process to get the right persons to the--to
16 the center. So, we have them already interviewed,
17 identified. Right now we're vetting them through the
18 department--through our organization right now to see
19 if they're ready to go, and we should have this by
20 end of the month.

21 CHAIRPERSON GIBSON: Okay, and I'm so
22 sorry colleagues, I just have a lot to ask just to
23 understand this. So, and you know, the article and
24 many other conversations there was concern about the
25 caseload of detectives and one--one borough like the

2 Bronx versus another. So with the new 75 detectives
3 that are going to the Detective Squad, how will they
4 be assigned based on priority and need? Is that your
5 unit that does it or is that Bronx detectives, Chief
6 Wilcox that does that? Like how does that work to
7 make sure that on average if the number is two to
8 four cases or in the Bronx is it higher than that?
9 How does all of that work?

10 CHIEF BOYCE: Sure. We have it in
11 operational paradigms that we use, an organization
12 paradigm I-I should say--

13 CHAIRPERSON GIBSON: Okay.

14 CHIEF BOYCE: --and our optimal plan is to
15 have no more than 150 cases per detective in busy
16 commands. I'm sorry, I should say violent commands
17 where we have a propensity for violence in that
18 command. Those cases take longer, and they're more
19 involved. The paradigms 170 for squads that--that
20 don't have that same violent crime that--that others
21 do. So that's how we judge things. That's an
22 optimal plan. Right now across the city I think I
23 have about 40 plus squads that need to get to that
24 paradigm. So to bring that up to--to our standard
25 where that's why we're putting 75 detectives in those

2 squads right. The 40 squad I think is slated for six
3 more. That should them to 30-plus 32 in the corps.

4 CHAIRPERSON GIBSON: Thirty-two.

5 CHIEF BOYCE: Okay, I'll go with your map
6 on that.

7 CHAIRPERSON GIBSON: Well, you had me at
8 23--

9 CHIEF BOYCE: [interposing] 27 tops.

10 CHAIRPERSON GIBSON: --and then we went
11 to 27 and now we're getting six more?

12 CHIEF BOYCE: So 33.

13 CHAIRPERSON GIBSON: Okay, 33.

14 CHIEF BOYCE: So 33 will go, and if I can
15 find some more I'll send some more there as well
16 because right now they're--they are the busiest squad
17 in--in the Bronx. They have the most cases from 20--I
18 think second on to the 47 has more.

19 CHAIRPERSON GIBSON: Okay.

20 CHIEF BOYCE: I just don't know what I
21 have in front of me, what data do I have in front of
22 me. So with that being done by March 1st, we should
23 have all the squads with those new and right choice,
24 and we'll investigate those.

25 CHAIRPERSON GIBSON: Okay.

2 CHIEF BOYCE: Within 18 months, they'll
3 be detectives.

4 CHAIRPERSON GIBSON: Okay, okay, thank
5 you. Let me acknowledge that we were joined by
6 Council Member Rafael Espinal, Council Member Robert
7 Cornegy, Council Member Chaim Deutsch, Council Member
8 Ydanis Rodriguez and Council Member Vincent Gentile.
9 Thank you colleagues for being here, and now I'm
10 going to give it to Council Member Rory Lancman for
11 questions.

12 COUNCIL MEMBER LANCMAN: [pause] Thank
13 you. Good morning.

14 DEPUTY COMMISSIONER TUCKER: Good
15 morning.

16 CHIEF BOYCE: Good morning.

17 COUNCIL MEMBER LANCMAN: First, let me
18 thank Chief Boyce and all of your detectives for the
19 work in the Vetrano case. It was something that
20 something that all of us in Queens were--were very,
21 very concerned about, and the fact that you were able
22 to solve it from my vantage point what looks like a
23 difficult case to solve, was very impressive and--and
24 we're all very, very grateful.

25 CHIEF BOYCE: Thank you.

2 COUNCIL MEMBER LANCMAN: I want to ask
3 about what kind of offenses, criminal records, civil
4 record, what kind of types of those things would
5 disqualify a candidate from becoming a police
6 officer?

7 CHIEF BOYCE: Probably a number of things
8 like--

9 COUNCIL MEMBER LANCMAN: [interposing]
10 Could you just bring the mic closer?

11 CHIEF BOYCE: Oh, I'm sorry, yeah. So,
12 the number certainly felony convictions. These
13 qualify but would not necessarily be disqualified out
14 of hand if you have a misdemeanor conviction
15 depending on what it was, credit issues, things that
16 speak to your character. So-so-so those are the
17 things that you-you have the psychological test that--
18 that the--each candidate goes through.

19 COUNCIL MEMBER LANCMAN: But could you
20 just--are they listed somewhere? I mean are there are
21 hard and fast rules?

22 CHIEF BOYCE: Well, I can send you a
23 list. I didn't--I don't have a list with me, but
24 certainly--

2 COUNCIL MEMBER LANCMAN: Okay but are
3 they—are they available to—to the candidates? Is it
4 on a website somewhere? You—you have so many people
5 who have minor offenses. They could be violations.
6 They could be misdemeanors. Certainly felonies would
7 make and they don't—they don't is—is this going to,
8 you know, three or four years down the road [coughs]
9 disqualify me, and I think—and I know that it—it
10 discourages a lot of people, and I'm—I'm not even at
11 this moment you to change any of those. I just—I
12 just—I just can tell you that there's a lack of
13 clarity about what would disqualify someone and—and
14 it's got to discourage some percentage of people who—
15 who otherwise, you know, could make it through the
16 process. They just—they just don't realize it.

17 CHIEF BOYCE: Well, we spend time
18 thinking about this, and—and making sure people are
19 aware of what those—what—what things may disqualify
20 them, but we'd much rather that they—they start the
21 process, and as we work with them that the—the
22 investigator can give them a sense of where they
23 stand in the process, and so if it's some things that
24 disqualify them outright, they should—but then there
25 are lots of other things that are, you know, could be

2 questionable, and so they have to be looked into more
3 carefully. And so that's—that's the process. I can
4 certainly give you some specifics around the kinds of
5 issues that come up, and that we deal with. We also
6 I mean, you know, we—we understand, you know, if
7 you're getting summonses whether you pay those
8 summonses, but not the fact that you've received a
9 summons because, you know, if it was a traffic
10 summons, for example, but whether or not when I talk
11 about charter whether or not you—you clear those—
12 those debts up and so forth. So those are things
13 that could slow you down. It wouldn't disqualify you
14 and we try to get lots of people who pay attention to
15 their credit, and—and—and each of those issues are
16 taken care of. The other—the other thing that we've
17 done. I mean and you know this already I think, you
18 know is now of wanting arresting down as they are. I
19 mean one of the things that we changed our whole
20 enforcement policies last year to—particularly around
21 Marijuana and particularly for possession to stop
22 making arrests and issue summonses in lieu of that.
23 So, I mean those kinds of—that kind of awareness on
24 our part I think helps prevent us from arresting
25 people who might otherwise not have a record and not

2 end up in the system, and doesn't, therefor, preclude
3 them from taking the exam and coming into this job.
4 But I think the--that's the--the goal is to make sure
5 that--that people know what the baseline is for--for
6 applying and that information is given to them when
7 they--when they pass the exam.

8 COUNCIL MEMBER LANCMAN: Right. Yeah, so
9 I appreciate that follow-up. There's a better
10 understanding of--of what bright lines and--and what
11 would put you into gray area, and what's the kind of
12 thing that people shouldn't have to worry--worry
13 about. I don't want to dwell on it, but and it's not
14 point, but--but since you mentioned it I can't let it
15 go completely unmentioned. My understanding is that
16 Marijuana arrests were up in 2016 if we could talk
17 about that and the billion (sic) set.

18 CHIEF BOYCE: Yeah.

19 COUNCIL MEMBER LANCMAN: And then let me
20 ask you about diversity in the--in the higher ranks of
21 the Police Department. It's my understanding that
22 about 70% of the captains and above, so I understand
23 it's captains, deputy inspector--inspector, deputy
24 chief, assistant chief, and bureau chief. 70% of
25 those are--are right now. If--if that number is off I

2 will be happy to be-be corrected. But what-if that
3 is a correct, what is the-the bottleneck or the
4 obstacle from the senior ranks, the senior ranks of
5 the Police Department not looking so much like-like
6 even the current body of police officers let along,
7 you know, the recruits that are coming in.

8 CHIEF BOYCE: So, so let me just give. I
9 don't-I don't have the data on the total command
10 staff, but just on precinct commanding officers for
11 example, so that includes the 77th Precinct. It
12 includes our 9 PSAs and it includes our transit
13 districts. You know, so those commanding officers.
14 Right now, 86 are male, 12 are female. There are 63
15 or 64% are white males-are white, rather, 19%--just
16 over 19% are-are black, 13%--just over 13% are
17 Hispanic, and about 3% are Asian. So that gives you
18 a-a sense of-of just that nix, and so, but to answer
19 to your question specifically I mean how you get to-I
20 mean you-you don't get to captain-to the captain rank
21 unless you take the promotional exams, and so you in-
22 in a sense what we're trying to do is encourage from
23 the beginning our officers to take the exams. So
24 there's-there's one track of, you know, most people-
25 many people come into the job they want to be a

2 detective because we have the greatest detectives in
3 the world, right. So that's what they want to be.
4 They make that choice. It's always an option to that
5 promotional exams. Some people opt out of that early
6 in their careers, but so-so you want to—you have to
7 take the sergeant's exam, the lieutenant's exam and
8 then captain's exam. We also just as an aside in—in
9 the exam so we want to make sure that those—those
10 exams are—you know, you can study for them, and you
11 actually take the exam that you expect to get, and
12 it's testing on the information that you study for.
13 So we want to make sure that that process works. We
14 look carefully at that, how the exams are written,
15 the content of exams and that's is the exam or
16 whatever the rank is—is relevant. So but at the end
17 of the day, you—you end up with whoever passes those
18 exams being—moving up through the—through the ranks
19 and that process, you know, so far has produced the
20 numbers that I gave you in terms of who our
21 commanding officers are, and that—and that—those
22 folks unless you make it the captain then you start
23 to look at the—the ranks going up from to Deputy
24 Inspector, Inspector and Chief and so forth. So,
25 what the complexion of, you know, and—and—and the

2 race of the individuals when they--when they're--when
3 they--when get to those ranks depends on who makes it
4 through, you know ,those three civil service exam
5 appointments. It's not discretionary. You've got to
6 at least get to the captain rank so that the
7 discretionary executive discretionary mechanism--

8 COUNCIL MEMBER LANCMAN: [interposing]

9 The discretion starts after captain, right?

10 CHIEF BOYCE: After captain, right. For--
11 for--for, you know, purposes of senior rank.

12 COUNCIL MEMBER LANCMAN: Right

13 CHIEF BOYCE: Yes.

14 COUNCIL MEMBER LANCMAN: And do you have
15 stats for--for those officers? I--I think the numbers
16 you just gave me were--were at the level of captain.

17 CHIEF BOYCE: Those were. They--well,
18 some--they're--they're commanding officers. So they
19 may be--

20 COUNCIL MEMBER LANCMAN: Right.

21 CHIEF BOYCE: --captains. They may be--

22 COUNCIL MEMBER LANCMAN: [interposing]

23 That's for some of them.

24 CHIEF BOYCE: Right.

25

2 COUNCIL MEMBER LANCMAN: I know some of
3 them in my area are deputy inspectors.

4 CHIEF BOYCE: Let me see if I have—have
5 more specific steps in those efforts. So, I—all I
6 have is from—from the, you know, the current
7 captains, the most recent captain's exam to give you
8 a sense of what that looks like and the folks who
9 took the exam and who passed are 45% white, 19%
10 black, 20% Hispanic and 14% Asian.

11 COUNCIL MEMBER LANCMAN: These folks who
12 passed the captain's exam?

13 CHIEF BOYCE: [interposing] Correct. So—
14 so that's 120 people, 98% or 98 of them are male, 22
15 are female. Those folks that's what the current, you
16 know, captain's list looks like, and so, you know,
17 that's not, you know, if you look at the numbers if
18 you compare them to when we're talking about the
19 other demographics below them they're not that
20 different. They're not entirely inconsistent with
21 what you see in cases with respect to the officers
22 the number that are black. That number is—is a few
23 points higher than the percentage either of the
24 lieutenant's rank or of the sergeant's rank or even
25 the police officer.

2 COUNCIL MEMBER LANCMAN: Okay. Alright,
3 thanks very much. There are couple of things that
4 we'll follow up with you offline--

5 CHIEF BOYCE: [interposing] Sure.

6 COUNCIL MEMBER LANCMAN: --particularly
7 about the--the bar, the barrier extension.

8 CHIEF BOYCE: Absolutely.

9 COUNCIL MEMBER LANCMAN: Thank you.

10 CHAIRPERSON GIBSON: Thank you, Council
11 Member Lancman. Now we'll have Council Member
12 Jumaane Williams followed by Council Member Chaim
13 Deutsch.

14 COUNCIL MEMBER WILLIAMS: Thank you,
15 Madam Chair. Thank you all for being here, and I
16 just want to say thanks in general particularly
17 around the issue of gun violence and the way the
18 department has embraced what we're trying to do one
19 with the Mayor's Office of Crime Prevention, and
20 what's been going on with the Crisis Management
21 System. We've been told in many, many sites after a
22 while the--the police in the area become to understand
23 what they're doing and become complementary, and so I
24 think that's very helpful in where we are with gun
25 violence in the city. So I want to say thanks for

2 that, and our neighborhood policing I'm still very
3 supportive. I think it's-it's going well. I do get
4 frustrated when folks call it community policing
5 because it's two different things, but with that said
6 I think it's a-it's a good program anyway. I did
7 want to follow up on what Council Member Lancman was
8 saying about promotion, and the numbers that we have
9 I have has for awhile. It really shows that how you
10 grow up, it gets really a business in terms of
11 diversity, which (1) I think we're doing better with
12 diversity among the ranks. I think we definitely do
13 better on some constituencies, particularly black
14 males where we have the most problems I think with
15 police interaction. I think it would be good to have
16 even more in the ranks, and to perhaps help with
17 that, but the other is it says to me with-within the
18 department even the ones that we have there are not
19 being afforded the ability to move up, or perhaps
20 they're not taking the exams or they're taking the
21 exams and failing, or there's some blockage, but
22 that's internal. So that's a frustrating thing
23 because when you look at the numbers of who was in
24 high ranking, they don't even look like-just white
25 makes in particular far outpace anyone else in terms

2 of promotion, and that's—that's a problem. That's an
3 internal problem. That's not recruiting because
4 that's even who you have within the department are
5 not going up the ranks, and so you started to answer
6 the question, but I really want to know how we're
7 addressing that because we have to do better in
8 recruiting and we are, but once we get them in,
9 they're not being afforded the ability to go up, and
10 so that's a very real problem.

11 CHIEF BOYCE: Well, let me—let me just
12 common that because I think we tended to, you know,
13 we look at the numbers and we think, you know, that
14 this group and so what—what's the problem? And I
15 think, you know, fundamentally is what I—I mentioned,
16 you know, in response to Council Member Lancman's
17 question, which is he's talking about higher ranks in
18 the department. You can't get there unless you take
19 the promotional exams, and so that's the goal. The
20 goal is I think from the time, you know, officers get
21 out of the academy, we train them, we try to make
22 them the best that they can be in terms of
23 understanding how to do the job that they signed up
24 for. And then you—you also want to encourage them to,
25 you know, to—to engage in some self-improvement, you

2 know, so to the extent that they wanted to be
3 detectives, whatever it is they choose, whatever
4 route they choose you want to be sure that you, that
5 the department makes it possible for them to do what
6 they want to accomplish, and—and, you know, we
7 encourage them to take the promotional exams. I talk
8 to young cops all the time and I—I tell them, Bob,
9 no—no offense. I say detective rank is great and—and
10 you should want to be a detective, but—but, you know,
11 you can become a detective and still take the
12 sergeant's exam. So I mean but that's fundamentally
13 what—what we're talking about. People have to be
14 motivated and we try to motivate them to do just
15 that, which is take the exams. You know, sit for
16 them, take them, and—and go up through the ranks. I
17 think we see that. There's an ebb and a flow to it
18 depending on, you know the individuals who—who choose
19 to do it, or choose not to do it. Our goal is always
20 to get in—you know, get as many people who want to be
21 senior executives in this job to—do what it takes to
22 get there. We're trying to do that in a variety of
23 ways and, you know, I think that's really what we're,
24 you know, where we are, and you want to encourage
25 that. So, you know, unless you take the exam and get

2 promoted, it-it makes it that much more difficult for
3 us to increase those number.

4 COUNCIL MEMBER WILLIAMS: So, when I look
5 at the numbers I see problems. I don't know about
6 conspiracy. I don't know that someone is looking
7 there and saying we're definitely not going to do it,
8 but there's definitely a very real issue. We see a
9 lot of the ebbs. We haven't seen too many flows in
10 terms of the promotions, and so if-if you're saying
11 the problem they're taking the exam, what are we
12 doing to really drill down to find out why, what that
13 situation is because I don't know that we can just
14 stand by that year after year and saying on one
15 particular constituency feels comfortable enough to
16 take the exam. That in and of itself I think is a
17 problem.

18 CHIEF BOYCE: Well, I'm-I'm not
19 suggesting that-that it's only one group, and I'm not
20 suggesting it's only blacks. You know, I think-I
21 think it's-it's-that's not-I thin that's the wrong
22 lens through which to evaluate this. All I'm
23 suggesting is, and we do encourage people, we don't
24 discourage people from taking promotional exams, and
25 so that's the-that's the goal.

2 COUNCIL MEMBER WILLIAMS: So what I'm
3 getting at is so—so now what—I think this is
4 important to look at the constituencies because I
5 think it does matter. So when I look at white males
6 and—and just uniform in general, I think they are
7 larger than—than what they represent in population.
8 When I look at the higher up you go, they far exceed
9 how much they are in the population in general, and
10 far exceed how much they are even as a percentage of
11 the amount of police officers that are in the Police
12 Department, and so that says something if—that says
13 even the most if they are a larger percent of who is
14 getting promoted than who is even the Police
15 Department itself, that's a very internal thing, and
16 so I think it's important to look at those
17 constituencies, and say why is this particular
18 constituency either prepared or comfortable to take
19 the exam and figure out why the other constituencies
20 are not. And so I'm just trying to understand what
21 we do to try to drill down into that. This is—forget
22 about recruitment. This is just in internal trying
23 to figure out what is going on with the other
24 constituencies that are there that they either don't

2 feel prepared, don't know they can take it or some-
3 something is happening.

4 CHIEF BOYCE: Yeah, you know, it's-it's a
5 mystery. We've-in this-in this Administration one of
6 the things that we-I'm not sure about the past, but
7 since we, you know, in the past three years one of
8 the things that we focused on in a variety of ways
9 and it's connected to much of what we've talked about
10 already, which are the evaluation system in terms of
11 what it takes to become of a detective, in terms of
12 how we evaluate what our NCOs and our-and our
13 separate cops are doing in a very different way than
14 they've been used for doing as it relates to the
15 community, and that type of work. So, there are a
16 variety of things that we're doing that-that have
17 shifted I think the way in which the culture of the
18 department has functioned in the past, right. So it's
19 a very different approach, and so within that context
20 I think we are encouraging people at every turn.
21 There are scholarships available in-in terms of
22 personal improvement. There are, you know, courses
23 that they can take, and we are revamping and
24 rewriting the curriculum for our leadership
25 development and for middle managers. We're rewriting

2 and redoing our training for new supervisors
3 particular sergeants. So there are lots of things
4 that we're doing that I think add value to the work
5 that-that-that-that the people in the agency are
6 being asked to do. But all of those things I think
7 to your point are-are really about if you-if you
8 create an environment that is-that is vibrant like
9 that then the hope is that you will also encourage
10 people to-to, you know, to take the exams, to feel
11 like they want to achieve and move up through the
12 ranks at every-at every level.

13 COUNCIL MEMBER WILLIAMS: So I have a
14 couple more questions, but-so I want to leave with
15 this.

16 CHIEF BOYCE: Yeah.

17 COUNCIL MEMBER WILLIAMS: I appreciate
18 what you're saying. My hope is that maybe the
19 department identify that there's a problem is really
20 make some strides to figure out what the problem is
21 with the constituencies and-and try to get resources
22 there. If it's just encouragement that would be
23 great, but let's try to really see if there's problem
24 and how to figure out how to-how to fix the problem,
25 and that's-this is-and recruitment aside. This is

2 just internal who you have available to actually
3 raise that--that to--to bring up. I do want to just
4 applaud. I've seen more community field officers,
5 and such getting promoted. That hasn't happened in a
6 while and I think that's very good because we want
7 good officers to go into those areas, and it's very
8 difficult for an officer to go there, you know, it's
9 halfway to promotion. So I just want to applaud the
10 department in doing that as well. A couple more
11 questions. One, I've been pushing this for--for a
12 while and I haven't gotten real responses on homicide
13 detectives for awhile, and I assume it's still the
14 same. The resources of homicide detectives were not
15 where the majority of homicides were. How are we
16 doing in that? Are we moving the resources around?
17 Have we figured out what the issue is?

18 DEPUTY CHIEF VEGA: Sure. Good morning.
19 I can answer that question for you. Right now there
20 are 20 homicides detectives in all of Manhattan.
21 There are 15 in the Bronx. There are 30 in Brooklyn,
22 and there are 23 in Queens. That's the--that's what
23 we do citywide, and I believe there's four in Staten
24 Island. Okay, we've looked at caseloads and other
25 issues with that. I will say that Manhattan because

2 we've worked not only homicides but shootings as
3 well. It's important to make that distinction.
4 Whereas, Bronx and Brooklyn will only work homicides.
5 Homicides are way down. We've done very well. In
6 solving a lot of our homicides last year we closed
7 out I think the highest year in—in memory, 80%
8 clearance rate on our homicides. This year it's 84%,
9 but our plan is working, and it's being distributed.
10 I think as fairly as we can knowing the—the buses of
11 Manhattan, and the amount of people in that—in that
12 one borough we feel that 20 detectives is adequate.
13 There's 10 in the north and 10 in the south. I will
14 say they—they take a lot of cases other than the
15 homicide cases.

16 COUNCIL MEMBER WILLIAMS: So, 80% or 84%
17 is actually pretty amazing.

18 DEPUTY CHIEF VEGA: 80% in 2016, 84% as
19 we sit now.

20 COUNCIL MEMBER WILLIAMS: That's—that's
21 excellent, that's the second so--

22 DEPUTY CHIEF VEGA: [interposing] And
23 women in the Detective Bureau they—they are the best
24 in the world.

2 COUNCIL MEMBER WILLIAMS: I-I do in terms
3 of-of Brooklyn, those 30 are they assigned to where
4 the homicides are the most and which? How do you
5 figure out-where are they assigned? Is there a
6 breakdown of where they actually?

7 DEPUTY CHIEF VEGA: They work the same
8 charts as the catching detectives do on each squad.
9 So it's three-there's three different squads in each
10 detective bureau, detective squad the city, and that
11 they match up the same with the homicide squads. So
12 when a-when a homicide occurs, we merely match a
13 number squad detective to a homicide squadron.

14 COUNCIL MEMBER WILLIAMS: And those are-
15 those statistics you gave are for homicides that
16 occurred in that year and not previous numbers?

17 DEPUTY CHIEF VEGA: No, we work. If we
18 don't stop the clock it doesn't matter.

19 COUNCIL MEMBER WILLIAMS: Right, okay.
20 So the 80% and the 84% that is for homicides that
21 happened that-that year, and not homicides on the
22 whole?

23 DEPUTY CHIEF VEGA: That's collective. So
24 what we have is so I had 21 homicides from prior

2 years. Now we added onto to the count last year. We
3 had 335. So, that 21 happened outside that year.

4 COUNCIL MEMBER WILLIAMS: Okay.

5 DEPUTY CHIEF VEGA: Okay. So actually if
6 you look at it's the lowest—the lowest number ever,
7 314 happened a year. We never had that before. So
8 it's 335, 21 outside the year. So continue to make
9 these arrests, and just like over the Vetrano case
10 that happened in 2016, it made the list here. That
11 number goes towards this year because we kept working
12 the case because he stopped. So that's—so we're
13 about have in here about a little over 60% maybe 64%
14 and that, you know, the additional number that we
15 call has happened in prior years. I hope that
16 explains it so we--

17 COUNCIL MEMBER WILLIAMS: [interposing]

18 Yes, it does. Thank you. I would like to see a
19 little closely where they're assigned but this sounds
20 like it's promising and definitely better than what
21 I've heard in the past. My last question I'll
22 preface it by some comments. One I think I have a
23 different view of many with—with the Broken Windows.
24 I definitely think some of it is misapplied just like
25 other policing. I understand the theme of Broken

2 Windows, which I don't necessarily disagree with, but
3 I think there is some misapplications of it, which is
4 problematic. So I do think and I am concerned that
5 Marijuana-Marijuana arrests, which they're slightly
6 up, and other youth arrests are impairing
7 particularly black and Latino people from joining the
8 Police Department. So I'm concerned about that. I'm
9 also concerned about the new salaries that are—that
10 have happened. I think they're going to affect the
11 ability of people to address (sic) and divide us.
12 You can comment on that if you want, but I just
13 wanted to put it on the record. My second question
14 is—my last question is can you tell me a little bit
15 about the Psychological Exam because I understand
16 it's where a lot of Black and Latino people who are
17 applying get X'd out, and so what is—what is looked
18 for in the Psychological Exam. What is reviewed and
19 what are some of the reasons that people are—are
20 disallowed from continuing?

21 DEPUTY COMMISSIONER TUCKER: So—so let
22 me—let me just comment on the first question around—
23 around Broken Windows, we don't—we don't any longer
24 speak about Broken Windows in that context. So I—I—
25 just want to just for the record. You know, I just

2 talked to Commissioner O'Neill. He doesn't use that
3 phrase. He doesn't ascribe to it necessarily. We
4 are very much focused on this notion of precision
5 policing. I mean the reason our numbers are what
6 they are is very focused on trying to target those
7 individuals who are out there engaged in the most
8 serious and violent crimes. So, and that means using
9 information that we get from various sources
10 including in the community members to make—to make
11 those arrests and—and I think being effective in
12 terms of—of dealing with, you know, the crime issues.
13 When it comes to neighborhood policing, I mean the
14 whole notion and the whole part of the neighborhood
15 policing model is about dealing quality of life
16 crimes—issues and concerns as well, but—but also the
17 way in which those issues get dealt with is—is very
18 different than it might have been before. So, it's
19 not always an enforcement approach. If it is—if it's
20 necessary that that—that comes into play, but it may
21 also be solving the problem in a very different way.
22 And so I mean again it's—it's all about how you think
23 about the role of—of police and their interaction
24 with members of the community who have that shared
25 responsibility. So it's a little bit different in

2 that regard. So, you know, we haven't really had
3 that conversation or talked about Broken Windows in
4 that context in-in months. Certainly since
5 Commissioner O'Neill has come in, you know, since
6 he's been appointed. The-the Psychological Exam is-
7 is-is obviously necessary. We have a number of
8 psychologists who interview and evaluate every
9 candidate who comes-who come through, but I-I don't
10 know the details of what those-those criteria are. I
11 can certainly get them for you, but the-the truth is
12 that that's an integral part of-of the process. I
13 don't know the percentages. Maybe you can on-on
14 Psychological tests and how many folks might-might
15 fall by the wayside as the result of? So
16 approximately 30% of people who come through any
17 given review session will-will be disqualified.

18 COUNCIL MEMBER WILLIAMS: Do we have a
19 breakdown on the constituencies of who gets knocked
20 out knocked doing Psychological Exams?

21 DEPUTY COMMISSIONER TUCKER: Sure, we-we
22 can-we-we have that information. So we know who
23 those folks are.

24 COUNCIL MEMBER WILLIAMS: Well, thank
25 you. I'd like to see it, and again if there are

2 particular constituencies that are being disallowed
3 on others, I think we should kind of drill down as to
4 why that is. I do want to just put it on the record
5 before I end it that I think there are some issues
6 that I'll continue to push on because I think we have
7 to do better, but I just want to go on the record
8 saying I think this--this Administration, the
9 department I'm very pleased in the direction it's
10 going, and I want to say thank you for that. I think
11 there is a lot more work being done that actual--than
12 actually being credited on the ground, and so I want
13 to make sure I say that publicly. With that, this is
14 an issue that I will always continue to push on, but
15 I just want to say thank you for the direction that--
16 that we're going.

17 CHAIRPERSON GIBSON: Thank you, Council
18 Member Williams, and before I get to Council Deutsch,
19 I just wanted to ask a quick question that the
20 Council Member talked a little bit about. In terms
21 of the promotional path, we talked a lot about
22 recruitment efforts and the assistance from the
23 fraternal organization, and the tutorials, and really
24 helping applicants prepare for taking the exam. Do
25 we provide that same level of assistance and emphasis

2 on current officers that are taking for instance the
3 sergeant's exam that's coming up in two weeks? I do
4 understand there is a lieutenant's exam coming up in
5 in several months. So for officers that are moving
6 in that track, do we provide any internal assistance
7 or are we working with the fraternals to make sure
8 that officers are taking the sergeant's exam, which I
9 know went through some changes, making sure that they
10 are prepared so that they can do well on these exams.

11 DEPUTY COMMISSIONER TUCKER: Well, the
12 short answer is yes. We provide tutorials for-for
13 every level of the exams, and so everyone can take
14 those exams. But what often happens is in addition
15 to maybe sitting in on those tutorials that we
16 provide free of charge, there are also courses out
17 there that-that-the officers-if you're-if you-if
18 you're a cop taking a sergeant's exam you can opt in
19 and take one of those courses and pay, you know, to-
20 to take the course.

21 CHAIRPERSON GIBSON: Okay, yeah, they're
22 not free, right?

23 DEPUTY COMMISSIONER TUCKER: Well, our
24 tutorials are free. The--

2 CHAIRPERSON GIBSON: [interposing] But
3 the outside ones are not?

4 DEPUTY COMMISSIONER TUCKER: No.

5 CHAIRPERSON GIBSON: Okay.

6 DEPUTY COMMISSIONER TUCKER: And so, but,
7 you know, it's-it's-it becomes an individual thing.
8 You have study groups. You know, that's-that's
9 typically what you do. When I-when I took the
10 sergeant's exam, I-I studied with three other cops.
11 So there are lots of way in which you do that, but
12 there are, you know, things available, tutorials
13 available for those officers that they can use and
14 take advantage of--

15 CHAIRPERSON GIBSON: Okay.

16 DEPUTY COMMISSIONER TUCKER: --to the
17 extent that they want to do-go beyond that, that can
18 do that as well. I mean people study really hard
19 when they get ready for these exams. They prepare.
20 They do, you know, I mean they-they use their
21 vacation to study and-and get ready. People really
22 do invest. I mean the ones that are committed, and I
23 think that's really a good description of it.

24 CHAIRPERSON GIBSON: [interposing] Right.

2 DEPUTY COMMISSIONER TUCKER: They're
3 committed to doing it, and you—and you've—and you've
4 and you've got to go all in because the competition
5 is—is pretty steep. Everyone who's taken those exams
6 they've taken them because they want to, you know, be
7 promoted. So, so I think yeah. I mean it—you know,
8 and—and we can always, you know, look at other things
9 that we might do, but I'm not sure that any real
10 major gaps in—in what's available to officers who are
11 willing to—to put in the time, and the commitment to
12 taking the exams, and excel.

13 CHAIRPERSON GIBSON: Okay. No, I
14 appreciate that, and certainly wanted to understand
15 further. Obviously, I think we can and should look
16 at further and see where we can find improvements
17 officers I have talked that are studying for the
18 sergeant's exam now it's life changing because they
19 have to balance work, other responsibilities and
20 study time and, you know, many of them they know. I
21 mean all that you put in is ultimately what you get
22 out of it. So I think with that, you know, day-to-
23 day and time management and studying for the exam and
24 really getting a lot of support. I like the idea of
25 study groups. I don't know, you know, if that's

2 something that we've been doing a lot of, but I think
3 other ways using the fraternals, using other
4 stakeholders just like we do tutorials for
5 recruitment efforts. I certainly want to see if we
6 can do more because it's a tremendous amount of
7 pressure as you know, and I've just seen many
8 officers like transform their lives like they're in a
9 silo now because this exam is in two weeks.

10 DEPUTY COMMISSIONER TUCKER: Well, that's
11 what you've got to do. I mean you've got to put in
12 the work.

13 CHAIRPERSON GIBSON: But you guys have
14 done it. I just think you know, times are different
15 now. So it's--

16 DEPUTY COMMISSIONER TUCKER: No, they're
17 not. [laughs]

18 CHAIRPERSON GIBSON: Well, I would say
19 yes they are.

20 DEPUTY COMMISSIONER TUCKER: I think--I
21 think--I think, you know, it becomes a personal thing.
22 You have to commit to doing it, and do the work,
23 right. I mean am I--

24 MALE SPEAKER: Yes, multiple factors.

2 DEPUTY CHIEF VEGA: There's a lot of
3 personal sacrifice to it. You just do that. That's
4 what it is. I mean, let's be--

5 CHAIRPERSON GIBSON: You guys make it
6 sound so easy.

7 DEPUTY CHIEF VEGA: It's not easy.

8 DEPUTY COMMISSIONER TUCKER: No, it
9 isn't.

10 CHAIRPERSON GIBSON: Okay. I know it's
11 not easy.

12 DEPUTY COMMISSIONER TUCKER: No. Listen.
13 I was a cop and to get my undergraduate it took me
14 seven years going to John Jay at night, you know, one
15 of those, you know, classes that I took and then law
16 school for years at night. So, you know, that's
17 commitment. You just--you just decide and you--and you
18 do it. Study for the sergeant's exam. You do it,
19 you push, you push, you push and I agree. I think
20 you're right. I mean we ought to try and make and
21 accommodate, you know, and--and--and, you know,
22 commanding officers and--and should be somewhat
23 sensitive, but you can only be but so sensitive
24 because the job the work has got to get done. So--so
25 I think, you know, I think if we create an

2 environment as I was saying to, you know, Councilman
3 Williams on this--this point, which is just try to
4 create an environment where people feel like they--
5 they want to make that sacrifice and are committed to
6 doing it, and then not have distractions, and--and
7 when you eliminated all of the distractions by
8 treating people fairly, creating some equity and
9 giving them the ability to--to know that they have a
10 shot, right?

11 CHAIRPERSON GIBSON: Okay. Great, and--
12 and Chief Boyce, when you went through the numbers of
13 homicide detectives of--in the various boroughs, the
14 Bronx has 15 compared to 30 in Brooklyn, 23 in
15 Queens, 4 Staten Island, 20 in Manhattan North and
16 South.

17 CHIEF BOYCE: That's correct.

18 CHAIRPERSON GIBSON: Is that sufficient
19 to cover or are you guys looking at changes?

20 CHIEF BOYCE: In the Bronx.

21 CHAIRPERSON GIBSON: In the Bronx.

22 CHIEF BOYCE: These guys will tell you
23 that---that each year they have the highest.

24 CHAIRPERSON GIBSON: [interposing] I'm
25 sure those 15 worked really hard.

2 CHIEF BOYCE: They--they do, and it's all
3 about numbers and--and cases. So they--

4 CHAIRPERSON GIBSON: [interposing] Right.

5 CHIEF BOYCE: --there was a 100--there's
6 98 homicides in the Bronx the first year.

7 CHAIRPERSON GIBSON: Yes.

8 CHIEF BOYCE: And I think we and--and the
9 Bronx always has the highest closing rate in the
10 city. I see there is--

11 CHAIRPERSON GIBSON: [interposing] I'm
12 sorry. Can you say that again?

13 CHIEF BOYCE: The Bronx Homicide Squad--

14 CHAIRPERSON GIBSON: [interposing] Okay.

15 CHIEF BOYCE: --has the highest closing
16 rate historically in the city every year. So last
17 year I think they closed at 83% and the citywide was
18 80%. They had another--

19 CHAIRPERSON GIBSON: [interposing] Okay.

20 CHIEF BOYCE: --five years.

21 CHAIRPERSON GIBSON: Oh, okay.

22 CHIEF BOYCE: And I would put them up
23 against anybody. So those 15 are as good as it gets,
24 and I think it's--it's adequate from what--what the job
25 would--entails.

2 CHAIRPERSON GIBSON: Okay.

3 CHIEF BOYCE: And you see from the case
4 when we talked earlier--

5 CHAIRPERSON GIBSON: [interposing]
6 Absolutely.

7 CHIEF BOYCE: --that's the report there--

8 CHAIRPERSON GIBSON: [interposing] Yeah.

9 CHIEF BOYCE: --and I think it's adequate
10 the way it is now. If we need to add more we will.

11 CHAIRPERSON GIBSON: Okay, but that's
12 something that you typically monitor--

13 CHIEF BOYCE: [interposing] We do.

14 CHAIRPERSON GIBSON: --as-as-okay.

15 CHIEF BOYCE: Personally.

16 CHAIRPERSON GIBSON: Okay.

17 CHIEF BOYCE: I don't--I don't give it to
18 anybody but my--I look at it each day.

19 CHAIRPERSON GIBSON: Okay. No, I
20 appreciate, you know, on behalf of my borough, the
21 Bronx has been doing incredible work. Year after
22 year we're under 100 homicides and, you know, I know
23 it's--it's something that we really shouldn't
24 celebrate because those are still people--

25 CHIEF BOYCE: [interposing] Still people.

2 CHAIRPERSON GIBSON: --that were killed
3 and families impacted, but I know compared to years
4 ago when we had hundreds in the Bronx, and now to not
5 break 100 is incredible. So I—I thank you for that,
6 and wanted to make sure that that was sufficient.

7 CHIEF BOYCE: It's a sad but important
8 metric actually.

9 CHAIRPERSON GIBSON: Right.

10 CHIEF BOYCE: But one thing we don't want
11 to slip back to going for this one—it's one-one
12 metric we don't want to waste.

13 CHAIRPERSON GIBSON: Right. Okay, thank
14 you. Council Member Deutsch followed by Council
15 Member Ydanis Rodriguez.

16 COUNCIL MEMBER DEUTSCH: Thank you, Madam
17 Chair. I could official say good afternoon. It's 12
18 o'clock on the dot. First of all, thank you for
19 being here today, and I just want to—to mention that
20 I enjoy the diversity in my district. I enjoy the
21 diversity within the three local precincts that I
22 represent, which is a 6061 and 70, and most of all, I
23 enjoy having one of the highest crime reductions in
24 the city or the 77 police precincts around the city.
25 The 60 has—is leading number one as the highest

2 reduction, the sixth one is number three as having
3 the highest reduction, and 70 is doing very well
4 under parts of my district So I—I really enjoy the
5 diversity and I enjoy the high reduction in crime,
6 but the ode there's always a lot more to be done, and
7 when we speak about the NCO officers, we talk about
8 the quality of life issues and everything. I would
9 like see over—during the summer months in the parks
10 throughout my district and throughout the city that
11 these NCO officers could pay a little more attention
12 to our local parks while children are out there all
13 hours of the day, the morning, the after, and early
14 evening, and I find it like in my parks there's a lot
15 of activities that go on during the evening hours
16 especially but just if they could pay a little more
17 attention to our local parks by being out there.
18 They are—they are my NCO officers in my—in my
19 district. They are my 311, and they respond and
20 they're amazing, and I really have a great
21 relationship and collaboration and partnership with
22 them. So in addition to that, I also wanted to
23 mention that at your roll calls you always have the
24 clergy members to come inside, and they speak about
25 their religion, their cultures, their ethnic

2 background and everything. But the officers because
3 of the diversity of the officers within each command,
4 they represent the same cultures in all of our
5 diverse districts. So they work together. They rely
6 on each other, and they know each other well. So
7 when an officer—I think it's important that those
8 officers by all three shifts they—if they could come
9 out and speak about their diversity, about their
10 culture, and this way the other officers in roll call
11 will probably learn a lot more from their fellow
12 officers to who they patrol each and every day, and
13 work with day to day. I think they could learn a lot
14 more about the cultures of the people within the city
15 of New York by listening to each other, and—and the
16 religion of, you know, the areas that they represent
17 and—and what they—and what they believe in. So I
18 think that's something that's important for the
19 officers not just to have as the clergy. In addition
20 to that have the officers speak about their
21 backgrounds and cultures and religions to their
22 fellow officers. So, that's a recommendation I'd
23 like to—like to mention, and I want to say keep up
24 the great work, and it's always great to see—see all
25 of you again, Commissioner—Chief Tuck—Commissioner

2 Tucker, Chief Boyce, and—and Chief Vega. Thank you
3 so much.

4 DEPUTY COMMISSIONER TUCKER: Thank you

5 CHIEF BOYCE: Thank you.

6 CHAIRPERSON GIBSON: Thank you very much,
7 Council Member Deutsch, and now we'll have Council
8 Member Ydanis Rodriguez.

9 COUNCIL MEMBER RODRIGUEZ: Thank you.

10 First of all, thank you for your leadership in this
11 committee and I also would like to thank, of course,
12 Mayor de Blasio and Commissioner O'Neill for the
13 leadership. You know, it's not easy bring changes in
14 our society, and it takes a lot. So first of all
15 when it comes to the NYPD, you know, that's an
16 institution that the first thing that 8.5 million New
17 Yorkers and the 55 million tourists are expecting the
18 men and women to be sure that were are safe. We can
19 have all the conversation but, you know, cannot
20 compromise the safety for our city and everyone who
21 comes to one of the most developed city of the—in the
22 nation and world. At the same time, this is a city
23 that is always going through changes. You know, I
24 always say that the 1900th Century was a time where
25 only 2% of the population was African-American and

2 the Latinos would not come here. Today for the
3 benefit of all of us especially our children, now
4 also is getting and needing a ride share day getting
5 even more opportunities to learn the benefit of
6 interact—interact. Our students that they don't look
7 like them. In the end year, we know when we go to
8 college that we meet people who were from other
9 particular other countries. (sic) So we have a
10 responsibility to see that the city is providing
11 that, and I think that, you know, one, I think that I
12 have any knowledge that none of us make it by
13 ourselves, and life isn't all about—it's you and how
14 you make it. It's about self-creating the conditions
15 for individuals also to be supportive what they
16 share. (sic) And I think that it would take a lot
17 because, you know, it is not an easy thing for you as
18 a human being to share the benefits that we have in
19 life. And our goal in the nation is not to see a
20 particular or different group to getting more
21 opportunities, but those that have been holding those
22 positions to be satisfied, on this medicine (sic)
23 both are to share. We want to continue moving today
24 crating departments and agencies that reflect our
25 city participate and for the last couple of

2 centuries. So, you know, we have leaders. Mayor de
3 Blasio I believe that not because of what he thinks
4 right now, but because he was here and found for it.

5 He assisted on the major bills and other leaders say
6 we need to provide more opportunity for everyone.

7 But, to me when we talk about diversity, you know,
8 it's not only to see an increase of the new men and

9 women who apply in those units that are the best

10 units, and those units where more people what to be

11 part of it. Those are the areas where I think that

12 we need to create, continuing creating the best

13 pipeline. We have seen increase. I can say my own

14 community in Northern Manhattan. I can--yes the

15 precinct (sic) was here at that time it was '34.

16 From there on I can say that the 33 today is the

17 prison where we have inspectors or captains are ample

18 in charge, and he replaced another person who was

19 Latino and White. So this is the new thing that we

20 have seen. Areas where we didn't see the diversity

21 of people who live in those areas to be representing

22 their leadership. The 34 also we have seen numbers of

23 more Latinos being expected in 34. At the same time

24 that the safety has not been compromised. As you

25 know, I say--you say I used to be a police officers,

2 you know that the '80s and the '90s 104 homicides in
3 the 34. Today I think that system, you had like a 4
4 or 5. That's how good we are doing as a community
5 led by the NYPD, but my concern is how are doing?
6 And this is again just looking at the NYPD public
7 information, when it comes to diversity, and you
8 talking—talk about leadership like those units let's
9 say the Office of Police Commissioner, we have a
10 Chief of Staff, we have Deputy Commissioner, four
11 administratives, collaborate policemen and set
12 against counter—counter-terrorism, Internal Affairs.
13 When we look to those paths in leadership, can we say
14 that a lot more has to be done to bring diversity in
15 the leader—in both leadership? [pause]

16 DEPUTY COMMISSIONER TUCKER: Yeah, I
17 supposed we could you can always do more, but I think
18 we actually have a pretty diverse executive. You're
19 talking about the executive staff of—of the agency.
20 Yeah, I think we actually have a pretty diverse group
21 of people.

22 COUNCIL MEMBER RODRIGUEZ: I'm sorry.
23 So, but can you—do you have a breakdown, and I'm
24 talking about Deputy Commissioners, and I will bet
25 you based on their own, it's like 15 that we have

2 this year, you know, top ones. Based on the numbers
3 that you have there, what is the breakdown of Black,
4 Latino, Asian, Anglo and women in both leadership
5 within the NYPD.

6 DEPUTY COMMISSIONER TUCKER: Well, I
7 could try doing it from memory but, you know, just to
8 give you an example. So the—the—the Deputy
9 Commissioner for Trials is Hispanic. The Deputy
10 Commissioner for the Department Advocate, Kevin
11 Richardson is African-American. Bob Martinez, the
12 Deputy Commissioner for Support Services is—is
13 Hispanic. Frank Vega sitting at the table with us
14 here. I mean I could on I mean it's—I think we have
15 representation. Kathy Perez who is the Deputy
16 Commissioner for the Administration, the Counsel to
17 the Police Commissioner Ed Handy, Edward Handy,
18 African-American and so forth.

19 COUNCIL MEMBER RODRIGUEZ: But we can
20 alright—can we agree that—that representation in
21 those—at that leadership level is still has to be
22 improved so that you reflect the diversity of the
23 city?

24 DEPUTY COMMISSIONER TUCKER: No, as—as I
25 said, I think, you know, I think it's—it's not

2 terrible as it is now. I think we're doing pretty
3 well. You can always make additional changes, but we
4 talked about that in--in the past. I think both the
5 Mayor and--and Commissioner Bratton and now
6 Commissioner O'Neill take into consideration
7 particularly when you're talking about the executive
8 ranks because those are certain discretionary. Those
9 people that you--that we're talking, Deputy
10 Commissioners, including myself serve at the pleasure
11 of those folks. And so, those choices that are made
12 for a variety of reasons, but certainly I know it--it--
13 that the notion of diversity is always part of any
14 decisions that we make. Our Deputy Commissioner for
15 Training is--is African-American. So I think, you
16 know, I think we--you can--I think you look at the
17 quality of the people. You--you look at the
18 diversity, but you also look at what people bring to
19 the table. We've got an extraordinary--extraordinary
20 executive management team that--that works well
21 together most of the time. [laughs] And--and so, you
22 know, that's I think what we're really talking about,
23 and that's an individual call of the--of the whoever
24 their--their leader is, the Commissioner or--or the--or
25 the--or the Mayor in some certain instances. But I

2 will say that-that we are well on our way as it
3 relates to, you know, the notion of diversity in a
4 broader sense as you referenced-as you referenced
5 earlier that we are very much in that lane, and have
6 been for-for quite some time now. In fact, several
7 years. When you look at the diversity, the vast
8 diversity of people who-who-who come here and become
9 cops who are from other countries. So in terms of
10 the pipeline, I think we are well on our way to
11 building a capacity of people who are extraordinarily
12 diverse. If you just look at-just look at the-this
13 January 17th class, 103 people in that class. 23% of
14 that class was born outside the United States and
15 places, you know, all over the world, you know-you
16 know from the Caribbean, you know, Bangladesh,
17 Barbados, Monte Negro, Pakistan, Saint Lucia,
18 Trinidad, Zekistan. So it goes on and on. They
19 speak 100-138 candidates and they speak 23 different
20 languages. So I guess my point is, and this had been
21 true of-of the classes on a regular basis that we-as
22 we've been hiring on a quarterly-a quarterly basis
23 that that seems to be true more routinely than not,
24 and so my point is simply as-as-as, you know, we are
25 now a minority, a majority/minority agency and, you

2 know, that—that seems to be the norm as opposed to—to
3 exception. So I think we're doing quite well.
4 That's a little bit of a different question than—than
5 the one you raised in terms of the leadership at the
6 top, but even there as I pointed out there are—I
7 think we are not disproportionately out of—you know,
8 out of sorts when it comes to, you know, who we—who
9 we have in those senior—in those senior positions,
10 and—and I think, you know, it bodes well for the
11 agency. I think we're in a good place.

12 ROBERT BOYCE: We are, sir, and just to
13 the larger point, the entire city that is from the
14 success of this executive corner we've had—that we've
15 put together. We've had the lowest number of crimes
16 in recent memory from 1960, extraordinary successful,
17 and the Commissioner is right. We usually get along,
18 but there's a lot back and forth, too, to increase
19 that. With my own bureau is 44% minority officers.
20 So we're getting there. We're doing quite well with
21 it.

22 COUNCIL MEMBER RODRIGUEZ: I'd like to
23 invite, you know, again I said thanking the chair
24 because also we know that in this new Council
25 leadership we have some leadership in this committee

2 who have also been working in collaboration with the
3 NYPD and now also bringing this conversation to the
4 table that sometimes we are not talking about, and I
5 believe, you know, I hope certainly those you who
6 have served for 20, 30 years and—and you are like,
7 you know, in the top level of your career, also
8 continuing finding a way to help save that. We can
9 leave a legacy. You know, we can leave a legacy of
10 being proud building these departments. You know,
11 but at the same time we are—we are a diverse city
12 because not everyone who gets it. You know, we have
13 people that will, and we counsel all the minority who
14 are Black or Latino, who are White or who are Asian
15 that, you know, people they come from their own
16 areas. And I think that this is something that we,
17 you know, in the time where we are experiencing a
18 better and—and more and better relations between the
19 police and the community. Where we have seen that
20 the crime has been going back. When I came here in
21 1983, the Precinct 34 it was like 250 police
22 officers, and 17 were Latino. A completely more
23 districts that we have today at precincts because
24 there have been new voices, and their voices is not
25 only coming from the leadership. It also came from

2 the community. I always told my brother who was a
3 police officer, you know, you have to thank even
4 Reverend Sharpton and those who march. Again, the
5 effective use of force in the '80s and the '90s
6 because also with in mind to see diversity inside the
7 NYPD, and those forces and the understanding and the
8 leadership help us to build a department that is more
9 diverse, but I hope you guys we don't get comfortable
10 to say, you know, we have done it because there's a
11 lot more that I hope that we will continue seeing,
12 and especially bringing diversity in the leadership
13 level not only the NYPD but in all agencies in our
14 city. Because I think that that's the message from
15 the Mayor from Mayor de Blasio, and I hope that also
16 that we support him to accomplish that goal.

17 DEPUTY COMMISSIONER TUCKER: Thank you.

18 CHAIRPERSON GIBSON: Thank you very much
19 Council Member Rodriguez, and now we'll have Council
20 Member Vincent Gentile.

21 COUNCIL MEMBER GENTILE: Thank you, Madam
22 Chair, and thank you all for being here today, and
23 certainly it was interesting to—to hear about the
24 recruitment efforts and the diversity, and that is a
25 good thing and I think that should continue, but I

2 can't pass up the opportunity at the moment to-to
3 again reiterate, as I have in the past, the situation
4 in the precincts that I represent, and certainly we
5 would love the diversity. We would love the
6 recruitment to effect the precincts that I represent
7 in-in-in my-in my district. However, I-I suppose and
8 I say this sort of tongue-in-cheek, are the precincts
9 in my district doing something wrong because at this
10 point they don't share in the great diversity. They
11 don't share in the large recruitment that-that you're
12 attempting. We simply do not have police officers
13 available to us in the precinct, and I'll give you an
14 example. Last week I was at a roll call in one of
15 the local-my local precincts a 4:00 to 12:00 shift
16 roll call. They turned out 8 police officers for the
17 entire shift from 4:00 to 12:00, 8 police officers
18 were in that roll call. We simply continue to lose
19 headcount, and-and those precincts, and I say did we
20 do something wrong? Are we fighting crime so well
21 that we don't need to partake in this recruitment
22 and-and diversity? Because we're certainly willing
23 to do it?

24 DEPUTY CHIEF VEGA: Let me just say, sir,
25 I mean obviously, you know, with our continuation of

2 the Neighborhood Based Policing Model going forward
3 we try to get exactly that, Councilman Gentile, more
4 cops to stand at the roll call. You know, all too
5 often over the years I've—I've seen a similar
6 dynamic. What we're trying to do is get the cops
7 from becoming, you know, you know, specialists and
8 only do task and become a generalist. We want to
9 make them concerned enough to get them to stand roll
10 call so that when they go out there to answer the 911
11 calls to make those very important connections to
12 hear what the problems are, you know, neighborhood by
13 neighborhood. You know, and—and certainly there's a
14 class graduating, you know, as the Commissioner
15 mentioned in late March and early April where—where
16 some of your crews (sic) are developing you've got to
17 get additional staffing finally. I think there's a
18 small window where they didn't get any staffing.
19 We're certainly looking to correct that, you know,
20 the efficiency, you know, over the next couple of
21 weeks. They'll be hitting the--the streets and the
22 15-day field training program as we speak. So I
23 think your—that those precincts will be seeing an
24 influx of additional officer to help out with the—the

2 inherent need to get the boots on the ground to help
3 out with those neighborhood based issues.

4 COUNCIL MEMBER GENTILE: So-so you agree
5 with me you can't do that community outreach when
6 you're turning out--

7 DEPUTY CHIEF VEGA: [interposing] No.

8 COUNCIL MEMBER GENTILE: --8 police
9 officers--

10 DEPUTY CHIEF VEGA: [interposing]
11 Absolutely no.

12 COUNCIL MEMBER GENTILE: --for an entire
13 precinct.

14 DEPUTY CHIEF VEGA: Absolutely not. It
15 wouldn't be effective enough. We want it to be as
16 effective as possible, and to do that, we need the
17 resources and, you know, Commissioner Tucker was just
18 talking earlier. We're dedicated to get those
19 resources out. You know, we're putting in a new
20 batch of police officers in the Academy every three
21 months, albeit whether it be, you know, 400 and 600.
22 You know they go into precinct by precinct. Yeah,
23 we're--we're doing the deployment, the allocations on
24 a, you know, on a high scale level making sure that
25 we're not being, you know, deficient to, you know,

2 for getting neighborhoods, for getting particular
3 commands. So we're—we're looking to make sure that
4 everybody is properly balanced.

5 COUNCIL MEMBER GENTILE: Well, I—I hope
6 for—for the sake of those two precincts that this is
7 a turning point, because this has been an issue that
8 has been happening beyond—before your—your
9 administration certainly, but the numbers since I've
10 been in the Council have just been going down in
11 terms of headcount in those two precincts. If you're
12 telling me this is a turning point, that's very good—
13 -

14 DEPUTY CHIEF VEGA: Yes.

15 COUNCIL MEMBER GENTILE: --because you
16 cannot do community outreach with turning out 8
17 police officers for an entire precinct for an—for a
18 complete tour.

19 DEPUTY CHIEF VEGA: Right, now call it
20 what you want, but we always relied on the Community
21 Affairs Officer that one or two-person, you know,
22 unit to do all of that work. We're looking to change
23 that dynamic with the neighborhood based--
24 neighborhood coordination officers. So now you'll
25 have eight to ten, you know neighborhood based police

2 officers that to do that outreach, to do that
3 quarterbacking with the study sectors and the
4 response officers to solve those problems precinct by
5 precinct.

6 COUNCIL MEMBER GENTILE: So, but it's
7 coming, but it's going to be the precincts citywide?

8 DEPUTY CHIEF VEGA: Yes, like I said
9 earlier today, we have 35 currently. We're doing---
10 all of my PSAs are up and running. We're doing four
11 more precincts literally we're doing one rollout
12 tomorrow night weather permitting, three more next
13 week. We're doing four more, which will bring us up
14 to 43 precincts by mid-April, and after that I'm
15 going to—we'll have to sit down in the next couple of
16 weeks with the Police Commissioner to see exactly how
17 many more we're going to do after the summer and
18 across the fall going forward.

19 COUNCIL MEMBER GENTILE: Commissioner
20 Tucker knows the precinct numbers I'm talking about
21 to make sure that they're on that list, right?

22 DEPUTY COMMISSIONER TUCKER: Yes.

23 COUNCIL MEMBER GENTILE: Thank you.

24 CHAIRPERSON GIBSON: Thank you very much
25 Council Member Gentile. I wanted to ask a question,

2 Commissioner. You told me that the January class
3 that's in the Academy right now is 16% African-
4 American that's male and female? Do you have a
5 number on that? How many officers?

6 DEPUTY COMMISSIONER TUCKER: How many?

7 CHAIRPERSON GIBSON: Yes, what's the
8 number, and that includes male and female, right?

9 DEPUTY COMMISSIONER TUCKER: Yes. So,
10 it's 70.

11 CHAIRPERSON GIBSON: 7-0?

12 DEPUTY COMMISSIONER TUCKER: 7-0, 15.95%.

13 CHAIRPERSON GIBSON: Okay.

14 DEPUTY COMMISSIONER TUCKER: So this is-
15 and that includes the highest percentage of female
16 candidates appointed black female candidates, the
17 third highest percentage of black candidates
18 appointed.

19 CHAIRPERSON GIBSON: Okay. Okay, got it,
20 and do you have numbers from the class that graduated
21 in December? Do you have those numbers in front of
22 you?

23 DEPUTY COMMISSIONER TUCKER: It would be-
24 No, I don't have those.

2 CHAIRPERSON GIBSON: Do we have them?

3 Okay.

4 DEPUTY COMMISSIONER TUCKER: I can get
5 you that.

6 CHAIRPERSON GIBSON: Okay, well I would
7 just would like to know the 555 that graduated what
8 was their percentage in the actual number of African-
9 American recruits. Okay, great. And I wanted to ask
10 another question, and I forget which of my colleagues
11 talked about it. I have a chart a breakdown of male
12 and female, White, African-American, Hispanic, Asian,
13 and other, and I have the various ranks from Chief of
14 Department at the top all the way to police officer,
15 and as you move higher up, the greatest numbers that
16 we have we have African-American and Hispanic and
17 Asian male and female is lieutenant. So after
18 lieutenant the numbers get obviously much, much
19 smaller. There are 23 African-American male
20 captains, 34 Hispanic male captains and 11 Asian male
21 captains, and then at the captain level for females
22 there are 8 African-American females, 7 Hispanic
23 female and 1 Asian female captain, and then when you
24 go higher to DI, obviously the numbers are a lot
25 smaller. Most of our precincts, our commands right

2 now are run by captains, DI's and full inspectors,
3 and if we're talking about promotional path and
4 moving beyond a DI going to inspector, and obviously
5 inspector moving onto Deputy Chief, are we looking at
6 any of our tactics in some of the measures that we're
7 using to try to further promote? Because I do know
8 just because I work with the department that, you
9 know, most of our commanding officers they're average
10 timeframe is about two years. We have some that are
11 over two years, but at that point I know there's
12 opportunities we give to other DIs and Captains to
13 become commanding officers of precincts, but where
14 does that leave our full inspectors that are also
15 looking to become a chief? Where does--where does
16 that leave them in terms of moving through the ranks
17 further up?

18 DEPUTY COMMISSIONER TUCKER: That it's--
19 it's a great question. I would pick a decent answer
20 for you with respect to last year we rolled out a--in
21 an effort to sort of level the playing field, and
22 have a process in place for executives, you know,
23 senior executive promotions. So between the rank of
24 captain and to the--to three star--

25 CHAIRPERSON GIBSON: Right.

2 DEPUTY COMMISSIONER TUCKER: --in that
3 range. In-in terms of supporting, how do we, you
4 know, groom our-our leadership folks as they're
5 coming up through the ranks to make it to the-to-to
6 captain, and then after they've made captain what are
7 the considerations for how they move or just the--

8 CHAIRPERSON GIBSON: [interposing] Uh-
9 huh.

10 DEPUTY COMMISSIONER TUCKER: --harder the
11 question for DI, One Star respectively, one star
12 chiefs and so forth. So we-we have-we've created
13 and-and rolled out last year a process Executive
14 Advancement process, which-which we believe takes
15 into account the ability for number one, folks at
16 that level to opt into t he process. So, the premise
17 is that we would like as many of our senior
18 executives to have been commanding officers of-of a
19 command--

20 CHAIRPERSON GIBSON: [interposing] Of a
21 command, right.

22 DEPUTY COMMISSIONER TUCKER: --and so
23 we've created this process that allows, you know, if-
24 if I'm a captain and I could opt in or opt out of-of
25 saying yes I want to be a commanding officer. I'm

2 willing to take a transfer from my current assignment
3 and so forth. We ask for essentially three
4 questions, but that's the heart of it. So they—they
5 get to opt or opt out. Once they—they opt in then
6 they are part of a process. We have a—a panel of—of—
7 of two stars, three-star chiefs who look at our
8 promotions for—from inspector to one star. We get to
9 look at—at that process and they look at it, and
10 evaluate those officers. The—the—every commander,
11 every—every person in that captain and above rank is
12 ranked. They can get—they can have a vote. They can
13 have tiers vote for them. They can have their
14 supervisors vote for them essentially creating a—a
15 number that tells you how many people, you know,
16 looked in and—and waiting on this particular
17 individual. And then the process is—is one in which
18 they look at performance. They look at their time
19 and rank. They look at their time in the job, and so
20 forth. So the process is one in which you're looking
21 at through a variety of different perspectives how to
22 assess this individual and within and compare them to
23 their peers. And so we—we've rolled out the process.
24 You get three basically one of three placements. You
25 could be highly recommended. You could be

2 recommended or you could be in a—in a development
3 stage. The development may mean that you—you were
4 just recently promoted, and you haven't reached if
5 you're a captain. Now you're a DI, but you're only
6 in rank. You were just promoted the year before so
7 you haven't been in rank two years, for example. So
8 that's the process that we've been using. We rolled
9 it out last year, and prior to that the process had
10 been until we put another process in place because
11 the old system wasn't—it wasn't really working well.
12 Commissioner Bratton passed, Chief O'Neill, myself
13 and the current at the time it was Chief of Staff
14 Chief Ward to be—to make recommendations to him for
15 promotions until we put this other process in place,
16 and we based on similar—similarly we made
17 recommendations to him on that—on that basis. Based
18 on all the information we had about individuals that
19 we were recommending, and that criteria is the
20 criteria we use. So—so we are—we have a process. We
21 are amending the process going forward because we
22 asked for feedback on the process, and they—and we
23 had certain comments that came back, which suggested
24 they wanted—to the extent that they were in these
25 developments they wanted more information about what

2 that meant and so forth. So we try to be real
3 transparent about it, and we will amend the process
4 to give them written feedback that's pretty
5 substantial, and also they can request a-a meeting
6 before one of the-the boards so that they can get
7 some personal feedback. They can also have a mentor,
8 folks that-that can give them advice about how to
9 move up through the ranks. So there's lots of way in
10 which we try to create a process that-that-that gives
11 transparency that is fair, and that also, you know,
12 helps us take advantage of people who have, you know,
13 who perform well, and-and put the right people in the
14 right places. So-so that's the way we've been
15 thinking about, and-and move forward with it that
16 way, and that will happen again as we go forward
17 through this year. So, we'll--

18 CHAIRPERSON GIBSON: [interposing] Okay.

19 DEPUTY COMMISSIONER TUCKER: --continue
20 to evaluate it.

21 CHAIRPERSON GIBSON: Okay and you're
22 still looking at revisions to the-the process itself,
23 I just want to offer up a few suggestions that I'm
24 getting in terms of feedback. The panel of the
25 chiefs that frequently sit and go over the

2 evaluations and, you know, performance indicators of
3 the various DIs and inspectors for consideration for
4 upward mobility, I don't know if there's any outside
5 feedback that's also proven useful for you. The
6 fraternalists have great relationships with many of the
7 COs, the precinct counsel, president and executives
8 work very closely with COs and just generally
9 speaking I mean we have a lot of COs that are
10 engaging in communities like never before. Yes, it
11 is about keeping crime down, but it's about building
12 relationships. We have COs in this city that get
13 sometimes more love than the Commissioner when he
14 comes to the various precincts because these are COs
15 that have taken the position and taken it to a new
16 level, and I've seen a lot of it happen in the Bronx
17 and other parts of the city where COs are engaging in
18 job fairs, career fairs, mentoring opportunities.
19 They're doing Thanksgiving drives, food drives,
20 turkey drives. They're just doing an incredible
21 amount of engagement that residents have never
22 experienced before, and I think that should be
23 applauded because also it—it makes constituents look
24 at officers and their COs in a different light. It—
25 it makes them human in—in many respects and that a

2 factor that we obviously want to consider because
3 that's how residents, you know, perceive officers. So
4 I'm just, you know, giving you guys some ideas
5 because--

6 DEPUTY COMMISSIONER TUCKER:

7 [interposing] Oh, no.

8 CHAIRPERSON GIBSON: --we have a lot of
9 inspectors in our city that are running incredible
10 commands that are high volume in terms of work and,
11 you know, I want to make sure that these qualified,
12 experienced, and many of them are women and they are
13 also minority, that they're--they have an opportunity
14 become--to become a one-star chief. I mean there's--
15 there's no secrete. I'm looking at this list, and
16 everyone that's an inspector I know [laughs]--

17 DEPUTY COMMISSIONER TUCKER:

18 [interposing] Yeah, that's right.

19 CHAIRPERSON GIBSON: --because I work
20 closely with them.

21 DEPUTY COMMISSIONER TUCKER: Well, you're
22 preaching to the choir.

23 CHAIRPERSON GIBSON: [interposing] It's
24 just the--the numbers.

2 DEPUTY COMMISSIONER TUCKER: You know,
3 you—you-what you just said is, you know, that
4 information and that's something that we're aware of.
5 I mean it is hard to—you can tell. You know who
6 these COs are. We've got—our commanding officers
7 and—and—and the PSAs in the Transit District in the
8 precinct certainly are outstanding people. They
9 wouldn't be COs if they weren't. They're some of the
10 best in the business, and so—so we—that's not lost on
11 us. In—in some ways that makes it a little bit more
12 challenging for all of them because—because the
13 competition is steep. We know how—how well they're—
14 they're loved. I've been to the meeting—meetings.
15 When I walk—when I walk in the door and—and you see
16 the community and how they react and respond to—to—to
17 their—to their particular captain or inspector or
18 whatever, and those respective communities. And so,
19 yeah. So I—I, you know, your—your information and
20 your—your suggestion are well taken. Just know that
21 we—we think about it. We know about those—those
22 folks, and—and we take that into account.

23 CHAIRPERSON GIBSON: Okay, great and I
24 just have two final questions. We are opening
25 another exam in the spring. How do we work with DCAS

2 to increase the number of slots? Is that something
3 that the department has control over or is it really
4 led by DCAS?

5 DEPUTY COMMISSIONER TUCKER: Well, it's
6 led by DCAS, but I've had a conversation with
7 Commissioner Camillo about this specifically, and so
8 it's—it's a conversation we're having and I made some
9 recommendations, and so it's—it's a conversation
10 we're having and I made some recommendations and
11 offered to assist and help drive this one because
12 they just need more seats. I mean that's the bottom
13 line. I mean--

14 CHAIRPERSON GIBSON: Capacity

15 DEPUTY COMMISSIONER TUCKER: --we're
16 working with—we're working with—the capacity is—it
17 tops out at 14,000 and they need much greater
18 capacity primarily because they are serving not just
19 NYPD, but every other agency in the Corrections, Fire
20 and—and so on with respect to how to get people in
21 the door, and they have to juggle. I mean that makes
22 no sense, you know, with—with, you know, and we feel
23 it in particular because, you know, we get our 30,
24 40,000 people walking in the door who want to—who

2 want to register, and we need to make sure that we're
3 not turning them away.

4 CHAIRPERSON GIBSON: Right.

5 DEPUTY COMMISSIONER TUCKER: And so--

6 CHAIRPERSON GIBSON: [interposing] And I-
7 I guess my-my general concern is seeing what happened
8 with the exam in January, and we promoted a month,
9 right? Essentially a month where applicants can
10 apply, and the list was closed in--

11 DEPUTY COMMISSIONER TUCKER:

12 [interposing] Yeah.

13 CHAIRPERSON GIBSON: --you know, a little
14 over two weeks.

15 DEPUTY COMMISSIONER TUCKER: Right.

16 CHAIRPERSON GIBSON: So I feel like
17 within that, you know, those applicants that either
18 whether they had Internet access or not, whether they
19 knew about the exam openings. I mean there are many
20 people that were probably at a disadvantage, and
21 because of that, they could not get a chance. So my
22 concern is moving forward if we open up another exam,
23 I don't want there to be any issues with anyone
24 feeling like they're at a disadvantage because they
25 don't have Internet access. Because they're not

2 aware. We did a very ambitious campaign and, you
3 know, all credit Chief Kim Royster and the Candidate
4 Assessment, you know, Unit and that entire team I
5 helped, we all helped, and so, you know, it was a
6 good thing, but we also closed the list in, you know,
7 a little over two weeks. So I just see if we don't
8 allow an opportunity and--and further talk to DCAS
9 about the capacity, we're going to run into the same
10 challenges when we open up a new exam in the spring.

11 DEPUTY COMMISSIONER TUCKER: Again, I
12 hear you loud and clear. You're preaching to the
13 choir, and I think where those conversations are
14 underway. So I'll be following up. So, but thank
15 you.

16 CHAIRPERSON GIBSON: Okay, and I guess
17 my--my final question to kind of put all of this
18 together is the efforts that we have embarked on have
19 showed tremendous progress. I applaud the NYPD for
20 all of the work, for the engagement, for the
21 partnership, and for recognizing number one that you
22 cannot do this by yourself. The stakeholders, the
23 various organizations of--of retired law enforcement
24 and active law enforcement to try to recruit the best
25 and brightest. I think we've had considerable

2 progress, but I am still concerned that we are
3 struggling with African-American men, African-
4 Americans in general. When you look at corrections
5 the majority of African-American women and men and
6 they're doing well. So I-I want to further provide
7 assistance and my partnership on behalf of the
8 Council to see how we can further address these
9 recruitment issues. Diversity is important to all of
10 us. Qualified diverse candidates are equally as
11 important. So I don't want to just say we hire anyone
12 just because of their ethnicity, but because they're
13 qualified and they happen to reflect our diverse
14 city. So it's both. It's not just diversity. It's
15 also making sure that we hire and recruit the best
16 and the brightest, and I think we're on the right
17 track with the PSAs and the various mechanisms that
18 we're putting in place, but we're still struggling
19 with African-American men, and I think, you know, we
20 can all acknowledge that. So there is still some
21 work to do. So I guess my question is how can we be
22 helpful to the department, and what measures would
23 you like to see us try to provide? You talked about
24 tutorial services, and really helping the
25 stakeholders, clergy faith based, the fraternals,

2 giving them the support they need to provide a lot of
3 support for attracting applicants. So what is it
4 that we can do as we move forward because I want
5 these numbers to continue to get better, and I want
6 to make sure that we're providing a more smoother
7 process for qualified candidates to be promoted
8 within the department.

9 DEPUTY COMMISSIONER TUCKER: Well, I
10 mean, you're already doing a lot and I think as I
11 mentioned earlier I mean we just should continue to
12 do what we've been doing the full-court press, and-
13 and that means through all the sources that we have,
14 and so you mentioned them all, the clergy through
15 the, you know, community based organizations, getting
16 the word out, making sure that through our schools as
17 well. I mean, this, you know, that's why I think
18 that the-the-the best way to really have the greatest
19 impact is when you're having these face-to-face, you
20 know, interactions at the grassroots level. You
21 know, the advertising is good. It's helpful but, you
22 know, we don't have a sense yet of what the impact of
23 that last campaign is. But I-I still believe. I
24 mean if you look at the Cadet Corps, the Cadet Corps
25 very much recruits face-to-face. I mean that's how

2 many of--of--that's how we got back up to and--and--and
3 were able to bring in and meet the, you know, the
4 return to that 637 headcount or that 635 headcount.
5 Most of those folks, the majority of them were
6 recruited by the individuals doing the recruitments
7 face to face. And so I think that's, you know, just
8 a sense--gives us a sense of what's really what would
9 be a more viable approach. So, but I'll talk to, you
10 know, our folks at Recruitment as well and share your
11 views to the extent that they, and we're not the
12 actual, we'll reach to you again for, you know, for
13 your assistance.

14 CHAIRPERSON GIBSON: You guys have never
15 been before.

16 DEPUTY COMMISSIONER TUCKER: Yeah.

17 CHAIRPERSON GIBSON: Yeah. Chief Royster
18 and her unit, you know, I just want to go on record
19 and say that they're doing great work. I appreciate
20 the partnership, and certainly offer my support to
21 help. I also like the idea of having the smaller
22 classes in the Academy. Most of the senior officers
23 I talk to were in classes of 800 to 1,000, you know,
24 fellow recruits. So now in addition to January and
25 July, we also have April and October--

2 DEPUTY COMMISSIONER TUCKER:

3 [interposing] Right.

4 CHAIRPERSON GIBSON: --which to me is a--
5 is a greater benefit and in terms of being in a
6 smaller class setting, and--and really getting a--a
7 further understanding of the day-to-day functions of
8 being a police officer, the vigor and the curriculum
9 itself that's constantly changing with crisis
10 intervention and all the other new training
11 techniques we've embarked on. So I appreciate that,
12 but I do think again we're doing great. Credit to
13 all of you to Commissioner O'Neill, NCO, Community
14 Partnership. I can go down the list of all the
15 different initiatives that this department has
16 embarked on, but I think unlike many other times
17 there are a lot more stakeholders that are much more
18 involved. So the clergy and others are feeling that
19 they're a part of the conversation because we have a
20 lot to offer. There are connections, and
21 relationships and our communities that we have that
22 you guys may not have, right. And so you need to--to
23 use that as a way to try to draw on underserved
24 communities. I still think and as I can in my
25 district and my colleagues do when we're talking to

2 students. I'm happy to see NYPD have many of my
3 Career Days, because a lot of young people their
4 perceptions are defined by other factors and not
5 police. So they look at police officers as a
6 uniform, and it's usually in a negative light, and
7 sometimes that's portrayed by many other factors.
8 But we have to humanize the role of an officer, and
9 get young people to see that they can be a part of a
10 great department that can really have a life changing
11 impact on-on their career. So more work to come.

12 DEPUTY COMMISSIONER TUCKER: Yeah, but I-
13 -

14 CHAIRPERSON GIBSON: [interposing] More
15 work to come.

16 DEPUTY COMMISSIONER TUCKER: --think
17 we're well on our way. I mean I think we're in
18 really terrific shape frankly. One final point just
19 to-I don't think-I don't think you're aware of this,
20 but when we talk about the January class, this is the
21 first paperless class that we're-that we are bringing
22 online in terms of their recruit trends. So they're
23 all-they all have these-these tablets, and-and so
24 everything is loaded. So they-they don't-you're no
25 longer carrying these huge, heavy, you know, bags

2 with-with 50 pounds of books or you get it online,
3 and so we're looking at that now, but it seems to
4 have gotten great traction with this new group of-of
5 recruits. So I think that's going to be the future
6 and the way forward. They have much more access to
7 technology. They can take exams and-and a whole host
8 of other ways in which they-they get their
9 information. So we'll keep you posted on how that-
10 how that's working as well.

11 CHAIRPERSON GIBSON: Okay, and-and thank
12 you Chief Vega and thank you Chief Boyce. I
13 appreciate the attention that my borough of the Bronx
14 is being given, and it's needed. I know, you know,
15 despite a lot of what has been talked out there, the
16 Bronx has been doing phenomenal, Brooklyn. I mean
17 all of our boroughs are doing great tremendous work.
18 I applaud the work of the detectives and
19 investigators. Many don't realize all of the
20 internal work that goes around solving a case. So I
21 appreciate the work that's being done and making sure
22 that there is fairness across the board. I will
23 always fight for the city, but I especially will
24 fight for the Bronx, and I-I don't think my
25 constituents would ask for anything less. So I thank

2 you and please extend my warmest regards to
3 Commissioner O'Neill. We'll see him next month for
4 our Preliminary Budget hearing, and thank you guys
5 for coming today and if you can it would be great if
6 you could just stay back for a little while. I don't
7 want-want you to hear from one of our fraternalists that
8 is here. Tim is here, he is here representing NOBLE,
9 National Organization of Black Law Enforcement, and,
10 you now, we talked about the partnerships with the
11 fraternalists, and certainly I wanted to President
12 Pierson to be here representing the members of NOBLE
13 who talk about the partnerships and-and offer his
14 thoughts on how we move forward. So thank you for
15 being here, gentlemen, and I appreciate it. Thank you
16 very much. [pause] So I'm gong to call up Tim
17 Pierson of NOBLE. Thank you for joining us. If
18 there's anyone else that still would like to provide
19 testimony, please do so with the sergeant-at-arms.
20 Thank you very much.

21 [pause] [background comments]

22 CHAIRPERSON GIBSON: Thank you for being
23 here, and you can begin whenever you're ready. Just
24 make sure your microphone is on. [pause]

2 TIM PIERSON: [off mic] Good afternoon,
3 Madam Chairman-[on mic] Good afternoon, Madam
4 Chairman. My name is Tim Pierson. I'm a retired
5 inspector for the NYPD. I did approximately 31 years
6 in the NYPD. Right now I'm her as the representative
7 of the National Organization of Black Law Enforcement
8 Executives, New York Chapter. Currently, I hold the
9 position of Vice President. I was the former
10 President of the organization, and just to let you
11 know a little bit about NOBLE. NOBLE is a law
12 enforcement advocacy group. We were started in 1976.
13 We're a national organization. Actually, we are
14 international as well. We have chapters in various
15 countries outside of the United States specifically
16 Canada, Jamaica and some of the countries on the
17 African continent. [coughs] I'm here today, you
18 know, to share with the Council my thoughts and maybe
19 some information relative to our partnership with the
20 NYPD in terms of their recruitment for new police
21 officers, and [coughs] and would just like to start
22 by telling you that I want to commend the Police
23 Department for the job that they have been doing.
24 They've been making a very diligent effort to recruit
25 more African-Americans and minorities across the

2 board, and I see that in the numbers in terms of the
3 police officers that are coming into the Police
4 Department. Most recently, as you know, we have not
5 had a police officer exam in almost two years, and
6 just recently the City Department of Citywide
7 Administrative Services, DCAS, put out a list with
8 the Exam 7323. I'll talk about that a little in the
9 course of my testifying here, but I want to start off
10 by saying that the Police Department sometime last
11 summer alerted many of the fraternal organizations
12 about the upcoming Police Officers' Exam, and they
13 asked us to participate by getting out the word to
14 the various communities, particularly communities
15 that we serve to let them know that their upcoming
16 police officer exam would be given in January, and
17 that we should reach out to our faith based
18 organizations as well as some of the community groups
19 we interact with to encourage the young men and women
20 in their communities to apply for the police officer
21 exam and we did that. The Police Department was
22 helpful in providing us with recruitment material.
23 They provided us as well with tutorial material so we
24 can get the candidates that we encounter familiar
25 with the format of taking the police exam. And so

2 working with the Police Department we did organize a
3 tutorial course, and I'm going tell you a strange
4 experience that happened to us while we were doing
5 this tutorial course. As I said to you just a little
6 while earlier, and said that we were out working with
7 the Police Department and recruiting all these
8 candidates, and we told them about the exam coming
9 up, and we—as soon as the exam became available, and
10 it was around December 27 of 2016 we encouraged all
11 our applicants to apply for the exam, and we
12 scheduled a tutorial course on January 12th to—to so
13 that we would get them ready for the test.

14 Unbeknownst to the fraternal organizations and now
15 listening to the Commissioner who has testified, it
16 sounds like it was also unknown to the Police
17 Department that the Department of DCAS limited the
18 number of applicants to 14,000. Now that information
19 was not made public in a notice of exam. The note
20 7323 did not indicate that the exam would be limited
21 to 14,000 applicants. It also did not say that it
22 would not—it would close the calling for candidates—
23 would close before the January 31st closing filing
24 period. That was not communicated to the community
25 or any of the fraternal organizations particularly

2 NOBLE it was not communicated to. And so the night
3 that we were doing the tutorial courses we were
4 trying to register our students. Many of them were
5 college students to get on line to-to-to file their
6 remigration, and they could not do it because the
7 exam was closed out without notice. So, much of the
8 recruitment effort that we had embarked on with the
9 Police Department was squandered because of the
10 closing of the-the exam. And so we were trying to
11 increase minority participation as was requested by
12 the Police Department. Now, one of the things that
13 really concerned NOBLE, our organization, is this the
14 14,000 applicants we to this day do not know the
15 gender or the ethnic distribution of those 14,000,
16 and--and whether or not it would impact adversely on
17 our recruitment efforts trying to get people into the
18 Police Department from their various communities
19 particularly the minority community and the African-
20 American community. So right now to this date we
21 don't know how that decision has impacted us, and so
22 we're trying to get information. So what we would
23 ask the Council, if you would take some
24 recommendations from me as to that, is that we have
25 to provide DCAS with either additional spaces because

2 my understanding it wasn't based on the need of the
3 agency. It was based on the capacity of DCAS to give
4 up to 14,000 applicants. In a city of 8 million
5 people, I would think the city would be in a position
6 to administer more than 14,000 exams to people and
7 only restricted it to two sites in the city.
8 Historically, we always had our high schools and
9 other places where the tests could be administered,
10 different locations. DCAS has to explore with all
11 the technology that we have today explore ways in
12 which they can do this testing classes without
13 relying on just two testing sites. The other thing
14 is that, you know, this first in and that's what it
15 appears, first in and first come basis. That's not
16 the way we proceed, the way a test recruitment should
17 be administered. First come, first served. We
18 should have made that clear from the outset so that
19 everybody knows that it's jus like buying a concert
20 ticket. You know that if you want to get into that
21 concert you got to race down there and buy the
22 tickets, but that's not what we're doing here. We're
23 trying to recruit professional law enforcement
24 people. One of the things that NOBLE was just very
25 desirous is that DCAS has to be mindful of what the

2 Police Department—we want to keep—keep a diverse
3 Police Department, and the only way we're going to
4 make that happen is that we've got to give everybody
5 an opportunity for all communities. And as I was
6 explaining to—I wrote a letter to the DCAS
7 Commissioner and explained to her that unfortunately
8 in the minority community information about civil
9 service exams it's not that easy to come by. Most
10 people relying on the chief as the issue of newspaper
11 that publicizes civil service exams, but young people
12 that we're trying to recruit many of them aren't
13 familiar with the chief. Many people who have not—
14 never had contact with civil servants do not know
15 that Chief even exists. And one of the things that I
16 would recommend to the—to the Council here is maybe
17 an elective course in high schools throughout the
18 city because this—most of these kids come from the
19 city and some kind of elective course where we give
20 preparatory courses just teach some test techniques
21 and strategies so that when they reach the age—this is
22 the high school students—the last year. Maybe it
23 could be an elective where you're working with the
24 Department of Education where they will train the
25 students on test taking techniques and strategies.

2 So when they do come up against a civil service exam
3 it's not for the first time. They've been trained
4 and taught how to take these exams, and how to apply
5 for city and government exams as part of the civics
6 course. Because right now many of the kids in these
7 communities have no clue on how to apply for a job
8 with the City of New York, and we got to do a better
9 job in getting them prepared and getting them ready
10 for taking these civil service exams. So that's what
11 I would ask the Council if they could reach out to
12 the Department of Education and make that some course
13 or class so that they can see and prepare on how to
14 take these exams because there is a technique and
15 strategy to take the exam. So, therefor, we can, you
16 know, go up the line, and Chairman, do you have—

17 CHAIRPERSON GIBSON: [interposing] Sure.

18 TIM PIERSON: --any questions of me?

19 CHAIRPERSON GIBSON: Oh, you know, I
20 always have questions because I think you bring a—a
21 really important perspective and I thank you for the
22 work that you and NOBLE have been doing working hand-
23 in-hand with the NYPD on the various recruitment and
24 outreach efforts. I guess I'm just asking this
25 question trying to understand with all of the efforts

2 we have invested in, African-American men I mean
3 we're still struggling. Our numbers are still not
4 where we can be fully satisfied. So from your
5 perspective I like the idea of some sort of an
6 elective course in high school to prepare generally
7 for civil service exams, right. Not just putting
8 NYPD in a silo, but generally speaking.

9 TIM PIERSON: Yes.

10 CHAIRPERSON GIBSON: And, you know,
11 civics courses are far and few. When I was in high
12 school, we had civic courses, but, you know, you
13 don't see that pattern in our curriculum these days,
14 right. So we are training and, you know, focusing on
15 memorization and testing on State exams, but it's not
16 necessarily for the preparation of the civil service
17 exam. So what are your thoughts on why we continue to
18 struggle with attracting African-American candidates?

19 TIM PIERSON: Well, as you know, it's a
20 daunting task considering that sometimes that the
21 NYPD has within the community. I know that the NYPD
22 has done a lot to--to change that image to--

23 CHAIRPERSON GIBSON: Right.

24 TIM PIERSON: --to--to--to try to attract
25 more African-American men to come into the NYPD, and

2 women. It's been--it's been a tough task. I mean if
3 you go back to the '70s or into the--actually, you
4 know, if you look at the census numbers of male
5 blacks in the NYPD, you will probably find there were
6 more blacks in the NYPD in the 1970s than there are
7 today. It's a--it's just a--a very daunting task. I
8 think you touched on it earlier. There are many who
9 apply for the exam, apply and take the test. When
10 they go into the background portion of recruitment--

11 CHAIRPERSON GIBSON: [interposing] Uh-
12 huh. Of the applicant. Uh-huh.

13 TIM PIERSON: --it seems that they get
14 bogged down in--in--in various points along the line in
15 terms of their background. That's the issue whether
16 it be psychological, whether it be through character
17 or some other impediment that stops them from going
18 in. What we do at NOBLE, we try to get out into the
19 communities, and we try do do the mentoring right
20 now. We do it in the elementary schools and the
21 junior high schools and we do have some of the high
22 schools that we have adopted. We're trying to shape
23 the image of the NYPD as a--as a good organization to
24 work for, which it is. I did 31 years there, and I
25 think it gave me more opportunities in life than I

2 would ever probably have gotten working in a private
3 job, and I try to tell all the young men and women
4 that I encounter that it gives you a career that
5 allows you to provide for yourself and your family,
6 and give you a-a pathway to a middle-class life,
7 which is important if you want to have a great
8 quality of life. The challenge that we all, you
9 know, we try to talk to the young people. We tried
10 to encourage them to take the exam. We-we-we-we
11 think information giving out the information to the
12 young college students to really show them what the
13 NYPD is all about, but not just NYPD but across the
14 board, but I know we're here today to focus on the
15 NYPD, but to get them to understand that there's a
16 lot of different careers within the NYPD. A lot of
17 people look at us a uniform patrolmen out of patrol
18 officers out on the street, but their lawyers,
19 there's health professionals that are police
20 officers, there are lawyers that are police officers,
21 there's--there are nurses that are police officers.
22 There's so many different jobs within the NYPD that
23 you can have two careers in one, and we have to do a
24 better job at getting that message out to those young
25 men and women, and getting them to understand that

2 working for the Police Department is a great career.
3 It's not—it's providing the service to your
4 community. You're giving back and you're making your
5 community safe. So we try to get that message out,
6 and I think the NYPD is trying to get that message
7 out much more diligently and earnestly than they have
8 maybe in sometime in the past. So I got to commend
9 the Police Department and their efforts, and I think
10 all the fraternal organizations want to see a change,
11 and we're going to work very hard to make that
12 change. We're reaching out to a lot of our high
13 schools. I think that's where the concentration on
14 recruitment needs to focus is on the high schools.
15 Okay because 17-1/2 is where you could take the exam.
16 That's just about the senior year of—of high school.
17 We really got to do a real good job at identifying
18 those individuals who are interested, and working
19 with them that had minor encounters with law
20 enforcement. Someone has to really look at the—the—I
21 think you asked earlier what were the criteria for
22 doing background investigation as to what
23 disqualifies a candidate maybe to look at some of
24 those disqualifiers, and see if we could do a better
25 job in maybe revising them so that we take into

2 account some of those minor and fatalities,
3 particularly, you know, during the time when we're
4 doing a lot of the Stop, Question and Frisk and may
5 have led to something else that may have stigmatized
6 a person's character.

7 CHAIRPERSON GIBSON: A quick question.
8 Does the department share any of that information
9 with you? So in terms of the factors that
10 disqualify, you know, minority candidates if it's the
11 Psychological exam or it's the criminal background do
12 they share that information with you so that- You
13 know, obviously this is all about technique and
14 approach, and this is about really reshaping the
15 image of police officers to the public. But if you
16 have an applicant that is waiting, you know, for
17 years to try to get through the process like that's a
18 huge, you know, it's discouraging, and you may not
19 want to ever apply again even though we have now
20 expedited the process to a year and a half, but if
21 you've been through that process then what would you
22 do to encourage me, or convince me that my process
23 won't be as, you know, challenging as it was before?
24 Right? Or even someone that doesn't know that has a

2 brand new, you know, path and never applied before.
3 How do we get them to go the next level, right?

4 TIM PIERSON: Well, you can ask me. I'm
5 open to the questions. I must follow up to the first
6 one. No, they do not share with us about the
7 Psychological Exam, the results. The Police
8 Department does not share that information with in
9 terms of police. We would not—we do not—I—I think
10 maybe some confidentiality laws may prevent them from
11 sharing with them. They may give a general number of
12 how many applicants were disqualified by now.

13 CHAIRPERSON GIBSON: But will they give
14 the reason? Without getting specific in terms of
15 names will they say a majority of our applicants, you
16 know, didn't get through the criminal background.
17 They didn't get through the Psychological. Will they
18 give you that specific data?

19 TIM PIERSON: We have not gotten it.

20 CHAIRPERSON GIBSON: Okay.

21 TIM PIERSON: Now, in terms of it was the
22 second part to your question was going through the
23 process. I think the--

24 CHAIRPERSON GIBSON: [interposing] Yes,
25 it's a lengthy process.

2 TIM PIERSON: --the--the--the yeah, it's a
3 lengthy process, but I think communications. I think
4 what happens is many of the applicants are waiting
5 some kind of contact with the NYPD--

6 CHAIRPERSON GIBSON: [interposing] The
7 follow up.

8 TIM PIERSON: --and it takes awhile to
9 get to them. I think that we can do a better job in
10 keeping open communications. I know the Police
11 Department has been working at ways in which they
12 will create online accounts with these candidates so
13 that they could keep the candidates informed on the
14 status where there--where they are in the process,
15 where the--the list that the Police Department is
16 currently working with.

17 CHAIRPERSON GIBSON: Right.

18 TIM PIERSON: You know, what's the status
19 and what to expect. So, from the perspective they
20 keep open communications with them. I think that the
21 candidates would appreciate more they have, but
22 essential. We understand that something is happening
23 and that this has just been falling through into the
24 black hole with--

25 CHAIRPERSON GIBSON: [interposing] Right.

2 TIM PIERSON: --no information.

3 CHAIRPERSON GIBSON: And--and I think
4 that's the efforts of streamlining the process so you
5 don't have to go to Brooklyn for medical and, you
6 know, Manhattan for the psychological and you're
7 traveling all over the city, which can be inundating,
8 and also discouraging, but the follow up. I mean
9 you're assigned to an investigator, and through this
10 new effort I do believe that there have been changes.
11 Caseload is a challenge so an investigator, you know,
12 can handle X number of cases, but every single case
13 has to be given individual attention. Every case is
14 different. I've heard some applicants that are
15 saying, you know, my investigator didn't get back to
16 me. I'm not sure if they got my paperwork. They're
17 waiting on my transcript from college. They didn't
18 get the medical exam from my doctor. You know,
19 various different parts of the process, and most of
20 it is really follow-up. You know, did you get the
21 return phone call? Did the investigator get your
22 message, and just the basic following up of--of any
23 particular agency, but in specific, with this
24 particular agency that has not always happened in an
25 expeditious fashion, and so now with the changes, I'm

2 hoping that we will see results where investigators
3 are assigned to a case. If there's a change of an
4 investigator, the applicant is notified. They're
5 going in one central location, and everything can
6 happen in that one location. That's what is hap-
7 that's what's happening now that hasn't happened in
8 the past. So I do hope like you said it will be able
9 to see the end result of some of the labor that's
10 been invested in it.

11 TIM PIERSON: Yeah, there's another issue
12 in doing it is the recruitment process that I had
13 once raised with the former Commissioner Julian is
14 the cost of becoming a police officer. You know a
15 lot of candidates they're—they're looking for
16 employment. There's a lot of expense involved and
17 particularly for the young black men and women and
18 minorities in general to have ever had contact with
19 Criminal Justice System. One you have to go down
20 and, you know, you have to go and do the let work
21 yourself to get copies of court dispositions. These
22 copies cost money. You got to pay for your—your
23 fingerprinting. You've got to pay for a number of
24 different items that the candidate has to get records
25 and information that they have to pay for, and it

2 becomes a challenge to some of the people who don't
3 have a job, don't have the money. They may have some
4 of the qualifications, but they don't have the—the
5 money to go through process. So that needs to be
6 looked at, too. Some of the cost that's involved in
7 becoming a police officer because that can be a
8 hurdle that stops a lot of men and women from coming
9 into the Police Department.

10 CHAIRPERSON GIBSON: Okay. Answer me
11 this question. I talked to—I mentioned this during
12 the testimony earlier with Commissioner Tucker. The
13 officers that are taking the Sergeants Exam this
14 month, and studying for future exams what role does
15 NOBLE play in helping many of those offices with the—
16 just the multi-tasking of studying and just the
17 various components? I do know some officers are
18 receiving support, but then they also have to pay
19 for, you know, like a Captain course. You know, if
20 you're taking L (sic) side, of course. I use Captain
21 words.

22 TIM PIERSON: Right.

23 CHAIRPERSON GIBSON: You know, they have
24 to take a—a course that they have to pay for. So
25 yes, it is about their personal commitment. I get

2 that, but in terms of support, you know, what are we
3 doing so that we can further help them so they can
4 score well on these exams?

5 TIM PIERSON: That was study groups that
6 provide material for free to the candidates. Over
7 the years there have been a number of NOBLE
8 membership started out from the rank of police
9 officer, and now and joined the ranks—the higher
10 ranks within the Police Department. There is just
11 state learning, and a case in point is a Deputy
12 Inspector DeeDee Harris.

13 CHAIRPERSON GIBSON: Uh-huh.

14 TIM PIERSON: She was my former vice
15 president.

16 CHAIRPERSON GIBSON: [interposing] From
17 Queens.

18 TIM PIERSON: Right, she's out in Queens.
19 She's a product and one of our students who come up
20 in NOBLE and has gone—and went through our tutorial
21 courses. In fact, she turned around and started
22 giving some of the courses to some of the people—the
23 other members coming up within NOBLE. There are
24 various ways in which the fraternal organizations
25 assist their members. We assist our members by

2 getting tools or materials and providing it to them
3 or a free a course we get a location and we all come
4 together. It would be helpful if we could get
5 materials from the Police Department and, of course,
6 free of charge because it is a cost associate with,
7 you know, with production of our material to give to
8 candidates as well. We take our—at our own expense
9 to make that happen. So, it would be nice if we can
10 get that material free of charge through the
11 reproduction of materials from the City or the Police
12 Department.

13 CHAIRPERSON GIBSON: Okay, great. So
14 you've made a lot of recommendations for, you know,
15 the Committee and the Council to consider, which I
16 really appreciate. I wanted to ask a question on the
17 upper echelon or deputy inspectors and inspectors and
18 as we further grow it gets, you know, less reflective
19 of diversity, less women, less people of color. What
20 are your thoughts on that especially what
21 Commissioner Tucker talked about some of the
22 conversations they're having, some of the different
23 measures they're using? Because, you know, we need
24 to do better when we move beyond a captain to make

2 sure that we have qualified and diverse inspectors
3 that are at that particular level?

4 TIM PIERSON: Well, I—I must commend the
5 Police Department at this point because we've—when I
6 was an inspector at that time, I retired in 2005, and
7 I would say looking at the members today are much
8 greater than they were back then. There has been
9 movement in a positive direction in terms of--

10 CHAIRPERSON GIBSON: [interposing] Right.

11 TIM PIERSON: --the upper echelon being
12 promoted. Is at the best where we want it? No.
13 Okay, but it's moving in a better direction than it
14 as some years ago. One of the things in terms I
15 heard the Commissioner here saying that they were
16 doing some kind of promotion review board or for a
17 lack of a better term. I think that's something that
18 is good provided that it has the right people who are
19 sitting on the boards that are doing the reviews, and
20 that [coughs] that the candidates are evaluated based
21 on their performances. I think that something like
22 the military. It seems to me that the upper echelon
23 would have to have a certain level of points. I
24 think the Commissioner said two years in command in
25 terms of possible promotion, but there's a number of

2 things and I believe you, Madam Chairman, you brought
3 it up that what are the factors. And one of the
4 things you brought up was community engagement,
5 community involvement. Is there a merit, a point
6 system that says okay you show that you meet these
7 certain community engagements that is going on the
8 way you manage your—your command, your crime.

9 Different factors, different trainings that they
10 should be required to have before they go up in these
11 ranks, and that the Police Department provides the
12 training to them. And it's just like the military.
13 Once you apply these trainings, then you get into a
14 pool that qualifies you to be there because you have
15 all the prior prerequisites that—so that all the
16 commanders know exactly what they have to prepare
17 themselves. Once they make it to captain what they
18 have to do to prepare themselves so they can go along
19 the line, and that they have to get these trainings
20 in so that they can show they're certified in these
21 things. So that when they do ascend to the different
22 positions that they have had the training, they have
23 the exposure, and the evaluation and then they could
24 be considered for these promotions. Not based on who
25 you know, or who it just so happens Dean Fleming was

2 the Commissioner at the time, and—and -and he thinks
3 he's doing a great job. But I know that the Police
4 Department they—they—they honestly try to evaluate
5 the people based on their performance. And so I
6 would hope that they could add some of these factors
7 in that I just mentioned.

8 CHAIRPERSON GIBSON: Great. I want to
9 thank you, thank you for the work you're doing. It's
10 been an incredible journey working with you in my
11 capacity, and in your capacity representing NOBLE,
12 and then then all the other fraternal, too. I do
13 see tremendous progress obviously before my tenure.
14 I can't speak to all of the history, but just
15 recognizing your history in the department, and just
16 your feedback saying that now it's never been like
17 this, which I appreciate. So it says that, you know,
18 measures are being taken. Investments are being
19 made, and it is proving successful, and that's great.
20 I don't think we should ever stop trying, we should
21 ever stop trying to improve and, you know, change the
22 dynamics by which we look at what is a successful
23 police officer, what measurements would indicate as
24 we look at it. I think, you know, the nuances are
25 constantly changing, but I do appreciate the

2 partnership. I think it's--it's incredible, the
3 fraternal, the clergy. I mean I've been a part of
4 so many different interfaith clergy events with NYPD
5 and clergy looking at opportunities to further
6 advance the department. So I do think we're making a
7 lot of progress, and I certainly want to take it to
8 another level. So thank you for your work, and thank
9 you for your recommendations, and we certainly look
10 forward to working with you.

11 TIM PIERSON: Thank you for having me
12 today, Commissioner--

13 CHAIRPERSON GIBSON: [interposing] See I
14 am.

15 TIM PIERSON: --or should I say Madam
16 Chairman.

17 CHAIRPERSON GIBSON: Not Commissioner.
18 [laughs] Thank you. I appreciate it. [pause] Thank
19 you to all of my colleagues for attending today's
20 hearing on NYPD Recruitment with Attention and
21 Promotional Path. We appreciate the NYPD's presence
22 here and we want to thank First Deputy Commissioner
23 Ben Tucker, Chief Vega and Chief Boyce and we want to
24 thank Timmy Pierson representing NOBLE. Thank you to
25 the staff. Thank you to the sergeant-at-arms for

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2 your work today. Today's hear of the Committee on

3 Public Safety is hereby adjourned. [gavel]

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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 February 12, 2017