

CITY COUNCIL  
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON PUBLIC SAFETY

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March 3, 2015  
Start: 10:07 a.m.  
Recess: 5:02 p.m.

HELD AT: Council Chambers - City Hall

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Chairperson

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

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for NYPD

Terence Monahan  
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CHAIRPERSON GIBSON: Good morning ladies and gentleman. I am Council Member Vanessa Gibson, representing the 16<sup>th</sup> District of the Bronx and serving as Chair of the City Council Committee on Public Safety. I welcome each and every one of you to City Hall this morning for an Oversight Hearing on examining community policing in the city of New York. I am truly glad and delighted to welcome many representatives from many of our city agencies who are here this morning with us, including the NYPD, the Mayor's Office of Criminal Justice, Departments of Education, Health and Mental Hygiene, Youth and Community Development, Homeless Services, Human Resources Administration, the Mayor's Office to Combat Domestic Violence, and the New York City Housing Authority. So, I can safely say we have reached quorum with our city agencies. I'm also happy to see many of our representatives from a number of social justice, civil rights and community organizations and advocacy groups who are here. I look forward to hearing testimony from all of you this morning. I'd also like to acknowledge and thank all of my City Council Public Safety staff who have jointly helped put this very important hearing

1 together this morning, as well as my colleagues who  
2 are here with us. We are here to examine a  
3 critically important topic, namely community policing  
4 in New York City. Community policing has meant so  
5 much and so many different things to many people, and  
6 today we have an opportunity to carefully examine the  
7 many different perspectives that are called community  
8 policing. The one thing that I think we can all  
9 agree upon is that the relationship between law  
10 enforcement and our communities is truly important  
11 and efforts made to improve these relationships needs  
12 to be carefully examined. We must know what has  
13 worked, what needs to be changed, and how best to  
14 implement these changes. The term "community  
15 policing" coined and popularized in the 1980's has  
16 been interpreted in various and sometimes  
17 contradictory ways. The US Department of Justice  
18 created the Office of Community Oriented Policing  
19 Services, COPS, in 1994 to support the concept that  
20 trust and mutual respect between police and the  
21 communities they serve is critical to public safety.  
22 COPS defines community policing as a philosophy that  
23 promotes organizational strategies that support the  
24 systemic use of partnerships and problem solving  
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1 techniques to proactively address the immediate  
2 conditions that give rise to public safety issues  
3 such as crime, social disorder and fear of crime.  
4 This conversation must truly be open and include all  
5 of the various stakeholders, including the  
6 administration, the City Council, the NYPD, city  
7 agencies, community groups, members of the clergy,  
8 advocates, and all New Yorkers that are living in the  
9 city of New York. Indeed, it is truly imperative  
10 that the conversation include those being policed,  
11 that is all of us, but especially communities that  
12 have historically poor relationships with law  
13 enforcement. We all need to be at the table when  
14 these decisions are being made about our collective  
15 public safety and how best to combat crime and  
16 address many of those community's concerns. There  
17 are no easy answers to the questions that we  
18 confront, but it is always challenging, but it's  
19 gotten even more difficult in the last several  
20 months. We do face significant difficulties. These  
21 difficulties are serious and need to be acknowledged  
22 and understood as we move forward. But at the same  
23 time, I do hope that we can all agree that our main  
24 goal is to work together in an effort to move  
25

1 collectively forward. I'm particularly interested in  
2 discussing what steps the current administration is  
3 taking in improving police and community relations,  
4 how to measure the effectiveness of our current  
5 community policing policies, how various city  
6 agencies are collaborating with each other and with  
7 our communities and what we can learn from various  
8 initiatives, including those here as well as in other  
9 cities across this nation. Let me be clear that this  
10 is a national conversation on community policing, and  
11 it's a national conversation which also includes our  
12 President Obama on Monday released a report calling  
13 for prompt action to change police practices across  
14 the country facing some of the recent deaths of  
15 unarmed individuals in both Ferguson, Missouri and  
16 Staten Island. His White House Task Force created  
17 this report that really goes into a lot of detail on  
18 how police departments across the nation should take  
19 additional steps to build trust with communities  
20 including adopting practices to address racial  
21 profiling, relaxing their approach in mass  
22 demonstrations, and collecting more data on shootings  
23 and deaths by the police. My goal as Chair of this  
24 Committee is for all of us to achieve these  
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1  
2 partnerships that are necessary based on principles  
3 of what public safety really is. We all have a  
4 fundamental right to be safe in our city as well as  
5 to be respected on both sides. So I urge you that  
6 let's continue this conversation about how we  
7 collectively ensure that these goals are truly  
8 fulfilled. I believe that we are all here for a  
9 divine purpose, to develop a plan that works in the  
10 best interest of all New Yorkers. And before we  
11 begin, I do want to take a moment to really  
12 acknowledge the staff. I do this work as a part of a  
13 team, and I am incredibly grateful for the  
14 relationship that I've had with the staff of not just  
15 the Speaker, but the Public Safety staff who've done  
16 an incredible job of putting these hearings together.  
17 These hearings are not easy, and certainly I want to  
18 recognize my staff that really, really goes above and  
19 beyond, our Legislative Counsel Brian Crowe [sp?],  
20 Legislative Analyst Beth Golep [sp?], our Legislative  
21 Policy Analyst Laurie Wen [sp?], our Legislative  
22 Financial Analyst Ellen Ange [sp?], Robert Calandra,  
23 the Speaker staff Faizer Ali [sp?], Pascal Bernard,  
24 my own staff Edu Hermilin [sp?] and Dana Wax, and  
25 truly, I want to thank all of them for their efforts,

1  
2 for their teamwork, for their partnership as we move  
3 forward. I want to acknowledge the presence of my  
4 colleague Council Member Steve Matteo who is here  
5 with us. And before we begin, let me acknowledge the  
6 first panel that we have here, and also we will be  
7 joined by other members of the City Council as well.  
8 I want to thank the Speaker, Melissa Mark-Viverito,  
9 as well as all my colleagues for their tremendous  
10 support. Community policing is an evolving  
11 conversation. So as this hearing begins, I want to  
12 be very clear that the conversations will not end  
13 today. As the Chair of this committee, I have gone  
14 above and beyond to attempt to meet with so many  
15 individuals across this city. My committee has taken  
16 me beyond my borders in the Bronx. I've travelled to  
17 every borough. I've met with administrators,  
18 advocates. I've met with Police Union officials, and  
19 I will continue to do that to have an open door  
20 policy. My door is never closed. My ear is never  
21 closed, because we must continue to ensure that  
22 changes are made and that there's a mutual  
23 understanding that we are all in this together. So  
24 our first panel that I will call that's already here  
25 is our Deputy Commissioner of Collaborative Policing

1  
2 for the New York Police Department, Ms. Susan Herman,  
3 Assistant Chief Terence Monahan from the Chief of  
4 Department Jimmy O'Neill's Office of the NYPD, and  
5 our Director of Criminal Justice for the Mayor,  
6 Elizabeth Glazer. Thank you all for being here. And  
7 as I acknowledge in my opening, we do have a number  
8 of other city agencies who are here, and so during  
9 the questioning after the testimony, should there be  
10 a question for an agency, I would that you remain and  
11 are prepared to answer the question. So, I thank you  
12 for that, and now I just have to administer the oath  
13 of office. If you all could raise your right hand.  
14 Do you affirm to tell the truth, the whole truth and  
15 nothing but the truth in your testimony this morning  
16 before the Committee on Public Safety and to respond  
17 honestly to Council Member's questions?

18 UNIDENTIFIED: I do.

19 CHAIRPERSON GIBSON: Thank you very much,  
20 and Ms. Glazer, would you like to begin, Deputy  
21 Commissioner?

22 ELIZABETH GLAZER: It's your call.

23 CHAIRPERSON GIBSON: Deputy Commissioner,  
24 would you begin?

25 SUSAN HERMAN: Okay, alright.

CHAIRPERSON GIBSON: Thank you very much.

SUSAN HERMAN: Big decision right off.

So, good morning, Chair Gibson and members of the Council. I am Susan Herman, the NYPD's Deputy Commissioner of Collaborative Policing. I'm joined today by Assistant Chief Terence Monahan, the Commanding Officer of the NYPD's Office of Chief of Department, and on behalf of Police Commissioner William Bratton we are pleased to be here today to discuss community policing in New York City. The community policing philosophy has three important components, partnerships with the community, problem solving as a primary policing methodology with a clear focus on prevention. These goals are as appealing today as they've ever been. This vision of community policing requires active engagement with community partners at the neighborhood level in identifying and solving problems of crime and disorder. At the citywide level, it also leads to much more collaboration on public safety initiatives with other city agencies and nonprofit organizations. When Bill Bratton was sworn in as Police Commissioner for a second time a year ago, he spoke very directly about police community relations. He said he was

1 troubled that although crime had been reduced to  
2 record lows, and although police had contributed  
3 greatly to this decline, many people, in particularly  
4 communities of color, were angry at the police. He  
5 understood that the public safety successes had not  
6 led to more trust and confidence in the police. He  
7 said then and he has consistently emphasized that one  
8 of his overarching goals in returning to the  
9 Department was to restore public trust in the police.  
10 In other hearings and briefings you have already  
11 heard about many of the Department's initiatives to  
12 rebuild the public's trust and confidence in the  
13 NYPD. We are training officers differently, both in  
14 the academy and during in service training. Our  
15 curriculum is becoming more scenario based, more  
16 interactive. When recruits graduate from the  
17 Academy, seasoned officers have volunteered to become  
18 field training officers to mentor these newly minted  
19 officers, to guide them as they learn to interact  
20 with the public, get to know the neighborhoods where  
21 they are assigned and practice exercising discretion,  
22 so critical to policing effectively. For the first  
23 time, we are also working with community partners in  
24 every precinct, residents who are orienting these new  
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1 officers to help them see a neighborhood through the  
2 eyes of local residents. We have involved members of  
3 our local clergy in this effort, ensuring that every  
4 command numbers one or more clergy members among  
5 their community partners. Further, our Precinct  
6 Commanders and Executive Officers have been attending  
7 services at local houses of worship to speak to the  
8 congregation and reinforce the Department's  
9 commitment to building trust within the community.  
10 They are encouraged to bring their new officers with  
11 them on these visits, accompanied by the field  
12 training officers who guide them. In addition, a new  
13 Training Advisory Committee has been deeply involved  
14 in the curriculum design and implementation, but  
15 rebuilding the public's trust requires more than  
16 training and a different kind of supervision. Our  
17 policies, our deployment strategies, our essential  
18 approach to policing must all be aligned with core  
19 principles of community policing. Commissioner  
20 Bratton has since day one stressed that we must  
21 return to the first principles of community policing  
22 and address problems of crime and disorder through  
23 partnerships and problem solving and that we must  
24 seek to prevent crime, not just respond to it.  
25

1 Practicing community policing in 2015 requires  
2 creativity, a willingness to collaborate with others  
3 and a new emphasis on community engagement. As you  
4 know, Commissioner Bratton also created the new  
5 position, Deputy Commissioner of Collaborative  
6 Policing, my job, to very explicitly emphasize the  
7 importance of engaging others outside the Department  
8 in addressing public safety issues. In other words,  
9 he wants to emphasize the community policing  
10 principles of partnering and problem solving in our  
11 efforts to make our city even safer at every level of  
12 the Department. I focus primarily at the citywide  
13 level. In the last year, our office has worked with  
14 43 government agencies and 87 nonprofit groups on a  
15 wide range of topics, from the theft of copper wire  
16 in the subways to campus sexual assault, to overly  
17 aggressive costume characters in Times Square. In  
18 each of these we had significant partners in our  
19 work. The thread that runs throughout our work is  
20 that we always work with partners, we always engage  
21 in problem solving efforts to develop appropriate  
22 strategies and crime prevention is a constant  
23 priority. Working closely with other parts of the  
24 Department and many outside partners, we have engaged  
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1 in issues ranging from the development of the  
2 Department's policies regarding seizing condoms as  
3 evidence and issuing summonses rather than arrests  
4 for small amounts of marijuana, to creating a new U-  
5 Visa certification process. Recently, we worked with  
6 the Mayor's Office to combat domestic violence, to  
7 promote the New York City Housing Authority Domestic  
8 Violence Response Team, the NYCHA DVRT Program. They  
9 will conduct research, outreach rather, connect  
10 victims to services and identify high risk clients  
11 for further attention and services. Mayor de Blasio  
12 and Commissioner Bratton have specifically directed  
13 us to explore ways to keep more people out of the  
14 criminal justice system whenever it's possible to  
15 address the problems they present more effectively in  
16 other ways. To that end, we have worked with  
17 prosecutors, other city agencies and nonprofits to  
18 create diversion programs, new off-ramps, some pre-  
19 arrest, some post-arrest. For example, working  
20 closely with the Manhattan and Brooklyn District  
21 Attorneys' Offices and legal service providers we  
22 recently instituted a pilot program in the 25 and 73  
23 precincts called Project Reset, which allows 16 and  
24 17 year old first time nonviolent misdemeanor  
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1 offenders who would otherwise be eligible for a desk  
2 appearance ticket to be diverted to community justice  
3 centers for counseling and other workshops rather  
4 than appearing before a judge. The program allows  
5 police officers and prosecutors to steer these young  
6 offenders to programs run by the Center for Court  
7 Innovation. If the diversion program is successfully  
8 completed, the charges will be dropped before  
9 arraignment. The young person will never have to go  
10 to court at all and the arrest will be sealed. We  
11 just launched the program a couple of weeks ago and  
12 will monitor results carefully over the next few  
13 months. Two additional diversion programs bear  
14 special attention, again, as a way of addressing  
15 problems through non-enforcement strategies. We have  
16 partnered with the MTA, the Department of Homeless  
17 Services, Bowery Residents Committee and the NYPD  
18 Homeless Outreach Unit to design and implement a  
19 joint operation designed to offer services and  
20 shelter in lieu of arrest to homeless people in the  
21 subway who have committed minor violations. As part  
22 of the Mayor's Taskforce on Behavioral Health we have  
23 also partnered with the Department of Health and  
24 Mental Hygiene to design a health diversion center  
25

1 which will open in East Harlem in the fall of 2015.

2 The new center will provide mental health and  
3 substance abuse services in lieu of arrest to people  
4 who have committed violation level offenses. As part  
5 of this initiative, we are also partnering with DOHMH  
6 to design new training for officers to enhance their  
7 capacity to identify mental illness and substance  
8 abuse and respond appropriately. Mayor de Blasio and  
9 Commissioner Bratton have also asked us to develop  
10 ways to be more strategic and focused in our  
11 enforcement efforts. To that end, we have launched  
12 the New York City Cease Fire based on the work of  
13 David Kennedy at John Jay College of Criminal  
14 Justice. Often referred to as focus deterrents,  
15 Kennedy's model is an evidence based nationally  
16 recognized strategy to address gang and crew related  
17 homicide and violence. As you know, most homicide  
18 and gun violence is committed by a small percentage  
19 of people. These people are overwhelmingly involved  
20 in gangs, crews, drug sets, and other active  
21 offending groups. They predominantly hurt each  
22 other, which means that group involved people are at  
23 an exceptionally high risk of violence. This  
24 population has the highest likelihood of getting hurt  
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1 or killed or hurting others or killing someone else.  
2 This also includes people close to them who are not  
3 criminals. We are intentionally focusing our efforts  
4 on them in order to keep them from hurting someone,  
5 getting hurt themselves, or going to prison. We have  
6 launched New York City Cease Fire in Brooklyn North  
7 plus the 67 and the 69 precincts in Brooklyn South.  
8 The way this works is simple. We speak to group  
9 members directly and say that the violence needs to  
10 stop. We have brought in a range of social services  
11 and we can help you if you'd like, and we're going to  
12 tell you ahead of time what's going to happen if you  
13 don't stop the violence. This message is given  
14 during a meeting, a call-in where there are  
15 representatives from law enforcement, social services  
16 and particularly compelling voices from the  
17 community. We are also conducting custom  
18 notifications where precinct commanding officers  
19 visit the homes of group members, often with a  
20 community member, and deliver the same message,  
21 offers of support and social services as well as  
22 warnings about the legal consequences, what they will  
23 be if they engage in further violence. This simple,  
24 clear and powerful message coupled with an  
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1  
2 unprecedented enforcement effort when the warnings  
3 are not heeded has been given in scores of cities and  
4 evaluated over and over. It not only works, it  
5 brings down homicides and shootings. It also results  
6 in, and I underscore this, fewer arrests and less  
7 incarceration than many other strategies. Our  
8 enforcement partners include the Brooklyn DA, the US  
9 Attorney's Office Eastern District, the ATF, City  
10 Probation, New York State Department of Corrections  
11 and Community Supervision, Federal Probation, Federal  
12 Pre-trial, New York City Sheriff, the Department of  
13 Corrections, and the Law Department. Our main social  
14 service partners include the New York Foundling, the  
15 Brownsville Community Justice Center and Community  
16 Solutions. We are also working with several  
17 ministers in Brooklyn who reinforce the community  
18 message that the violence needs to end. The direct  
19 communication with group members and the  
20 collaboration among law enforcement, community  
21 members and social service partners differentiates  
22 this strategy from others. It works. It's worked  
23 across the country and we are confident that it will  
24 work here. I cite all of these initiatives to  
25 demonstrate that the Department is actively

1 collaborating with many partners to build a bigger  
2 tool box to more effectively solve problems of crime  
3 and disorder. That effort, at both the local level  
4 and the executive level, lies at the core of  
5 community policing and we believe it translates into  
6 better police community relations overall. We  
7 understand that Commissioner Bratton's vision of  
8 community policing must be felt every day in all our  
9 neighborhoods across the city. We also know that a  
10 police officer walking a beat is often the most  
11 powerful way to communicate a community oriented  
12 approach. There's a huge advantage in a police  
13 officer being assigned to the same geographic  
14 location every day and getting to know the life of a  
15 neighborhood up close. Building on the best aspects  
16 of various community policing models that have been  
17 implemented here and in other cities, we are now  
18 going to try something a bit different. Utilizing  
19 existing resources, we are developing a pilot program  
20 in four precincts, the 33 and 34 in upper Manhattan  
21 and the 100 and 101 in the Rockaways, which will  
22 divide the three precincts into neighborhood based  
23 sectors numbering at least three or four in each  
24 precinct. Each sector will have a dedicated cadre of  
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1 officers assigned only to that sector 24/7 who will  
2 be expected to stay within that sector during their  
3 entire tour of duty. The goal is to set aside about  
4 one-third of their tour during which they will not be  
5 responsible for responding to 911 calls for service,  
6 but instead use that time to fully get to know their  
7 sectors, form the types of relationships that  
8 community policing is designed to foster and identify  
9 public safety problems and needs that the Police  
10 Department can help address. This will include  
11 addressing specific conditions in the sector. One on  
12 one interaction with community members, attendance at  
13 community meetings, follow-up visits on prior  
14 incidents, and other community related activities for  
15 which the Department will develop the appropriate  
16 metrics. Each sector will also be staffed with  
17 Neighborhood Coordination Officers, or NCO's, whose  
18 role will be to walk the streets, engage the  
19 community, make home and business visits, and  
20 generally learn everything possible about their  
21 assigned area. The NCO's will also use that  
22 knowledge to coordinate the efforts of the sector  
23 officers as well as any other resources that are  
24 needed to address local neighborhood problems. The  
25

1 program will be staffed on a voluntary basis and will  
2 likely begin next month after the officers receive  
3 smart phones and tablets along with the necessary  
4 training. We believe that focusing on neighborhoods  
5 will reinvigorate community policing in the NYPD. As  
6 Commissioner Bratton often says, our new neighborhood  
7 policing will create many opportunities for us to do  
8 things with New Yorkers rather than to them or for  
9 them. We are hopeful that this program will yield  
10 tangible results, not only reducing crime and  
11 disorder, but also increasing the trust and  
12 confidence in the Department. We thank the Council  
13 for giving us the opportunity to discuss the Police  
14 Department's philosophy of community policing and  
15 look forward to continued partnership with you as  
16 well. I would like to end with a quote from a  
17 colleague of mine, Bill Gellar, who has worked on  
18 community policing initiatives for many years. He  
19 recently made the following observation about  
20 building police community trust actually as he was  
21 testifying for that Presidential Taskforce that you  
22 referenced, "I think durable trust comes not when  
23 cops and community members who distrust each other  
24 sit and talk about distrust, but when they take  
25

1 action together that solves daunting crime problems.  
2 Trust is a valuable byproduct of collective pride and  
3 a job well done by people who were brave and  
4 dedicated enough to suspend their skepticism and work  
5 across the police community divide to accomplish  
6 something important that neither could have done  
7 acting alone." Thank you.

9 CHAIRPERSON GIBSON: Thank you very much.  
10 Director Glazer?

11 ELIZABETH GLAZER: Thank you very much.  
12 Good morning Chair Gibson and members of the Public  
13 Safety Committee. My name is Elizabeth Glazer, and  
14 I'm the Director of the Mayor's Office of Criminal  
15 Justice. Thank you for the opportunity to testify  
16 here today. The Mayor's Office of Criminal Justice  
17 advises the Mayor on public safety strategy and  
18 together with partners inside and outside of  
19 government, develops and implements policies aimed at  
20 achieving three goals, to reduce crime, to reduce  
21 unnecessary arrests and incarcerations and to promote  
22 fairness. A few basic ideas are at the heart of the  
23 work that my office does. The first is that at the  
24 very foundation of civic life is public safety. When  
25 people feel unsafe businesses don't thrive, children

1 don't play outdoors, and fear triumphs over hope.

2 The second is that public safety can only be had when

3 there is public trust. This is the core of the bond

4 that neighborhoods must have with police and that

5 police--then that people must have with their

6 governments. The last is that while public safety is

7 about the job that police and prosecutors and

8 defenders and the court system perform, it's also

9 about much, much more. It's about what happens way

10 before and way after any contact with the criminal

11 justice system and it's about ensuring opportunities

12 for people to build productive lives and strong

13 neighborhoods. In New York City, we've have the good

14 fortune to have experienced one of the steepest and

15 most enduring drops in crime of any city in the

16 nation. Since the early 1990's murders have dropped

17 83 percent from a high of over 2,200 to last year's

18 328. Some crimes are now virtually extinct like car

19 thefts, which have fallen by 93 percent. The New

20 York City Police Department created and led this

21 effort with the remarkable idea that was then

22 remarkable that we could control crime, an idea that

23 we now take for granted. And traditionally, we have

24 relied upon police on boots on the ground to achieve

1 these reductions in crime, but to the extent that  
2 crime reduction is really just about controlling  
3 behavior and managing risk, we now know that there  
4 are many strategies that can lead to lower crime  
5 while building trust and created strengthened  
6 communities necessary for enduring crime reduction.  
7 We can employ better tools to assess risk and need  
8 and to match people with the interventions that could  
9 change the course of their lives. We can be more  
10 intentional about how the built environment affects  
11 behavior. A well-lit street fights crime better than  
12 a dark alley. And we can be more scientific about  
13 investing in proven programs. Intensive algebra  
14 tutoring and mentoring has been shown to reduce crime  
15 by 44 percent among high risk youth while increasing  
16 school achievement. One example of this kind of  
17 comprehensive approach to crime reduction is the  
18 Mayor's action plan for neighborhood safety that was  
19 announced last summer. This initiative focuses on  
20 the 15 developments that drives 20 percent of NYCHA's  
21 violent crime. The effort brings together over 10  
22 city agencies including law enforcement as well as  
23 community groups and nonprofits, and it recognizes  
24 that crime goes down certainly through data driven  
25

1 law enforcement strategies, but also when physical  
2 conditions are improved and neighborhoods are strong.  
3 The initiative is focused on policing strategies but  
4 also on other approaches. A significant investment  
5 in security enhancements, lights, cameras, locked  
6 doors began yielding results almost immediately, and  
7 we anticipate will continue to do so as more of the  
8 improvements are implemented. This included a 50  
9 million dollar investment by the Council and the  
10 administration jointly and an additional 89 million  
11 dollars by the Manhattan District Attorney's Office.  
12 But in addition to physical improvements, the  
13 initiative has invested and will continue to invest  
14 in programming. For the first time in 30 years,  
15 community centers were open late each night.  
16 Opportunities for jobs, almost 1,000 summer youth  
17 employment slots, and for play, Parks Department  
18 programs that attracted over 38,000 participants were  
19 also an important part of this effort. We're  
20 currently in the planning stages for summer and for  
21 the following year. But perhaps the most important  
22 piece of this effort is the implementation of a  
23 neighborhood com-stat [sic]. While this is something  
24 that is still being built, the effort ensures,  
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1 focuses on ensuring that there is a regular method  
2 for neighborhood residents, police, other city  
3 agencies to together identify and solve key issues of  
4 concern. Regular meetings with participating  
5 agencies and residents to review data and track  
6 results will ensure that the city is able to evaluate  
7 progress in real time and deliver results. The  
8 initial returns on these investments in the NYCHA  
9 neighborhoods are promising. In the first six months  
10 of the initiative, the violent crime declined almost  
11 six percent, and total crime declined about five  
12 percent. Another piece of this administration's 21<sup>st</sup>  
13 century public safety strategy is being implemented  
14 by the Taskforce on Behavioral Health in the criminal  
15 justice system that Commissioner Herman referred to.  
16 The taskforce developed a comprehensive road map to  
17 continue to drive down crime while also reducing the  
18 number of people with behavioral health issues that  
19 needlessly cycle through the criminal justice system.  
20 We have some issues in this area on any given day to  
21 the extent that the jails hold up a mirror to what's  
22 happening on the street. We see approximately seven  
23 percent of those detained who suffer from serious  
24 mental illness, 38 percent from a broader array of  
25



1 they're in jail, that they receive treatment that's  
2 therapeutic rather than punitive, and that upon  
3 release they're connected to effective services in  
4 their neighborhood. Achieving these goals begins on  
5 the streets where police and other first responders  
6 encounter those with behavioral health issues. This  
7 initiative, as Commissioner Herman noted, will expand  
8 training for police officers to enable them to better  
9 recognize the behaviors and symptoms of mental  
10 illness and substance abuse, and the training will be  
11 ultimately integrated into the Police Academy  
12 curriculum. In the short term, it will be a  
13 standalone 36 hour training for almost 5,000 officers  
14 in two target areas. And as Commissioner Herman  
15 mentioned, there will be a clinical drop-off center  
16 in Manhattan that provides an option that's not  
17 hospitalization or jail for people who don't pose a  
18 threat to public safety, and a second drop-off center  
19 will open in another borough in early 2016. These  
20 are some of the examples of how the work of the  
21 taskforce will equip police in neighborhoods with the  
22 tools they need to improve both public safety and  
23 public health, and while there's much more work afoot  
24 in my office and across the city, the NYCHA  
25

1  
2 neighborhood initiative and the behavioral health  
3 taskforce offer two insights into how this  
4 administration is approaching improving public  
5 safety. Thank you very much.

6 CHAIRPERSON GIBSON: Thank you very much.  
7 So, of course, I have lots of questions, but let me  
8 just acknowledge the presence of my colleagues who  
9 are here, Council Members Robert Cornegy, Rory  
10 Lancman, Chaim Deutsch, Jimmy Vacca, and I said Steve  
11 Matteo. Thank you so much. So, I'll guess I'll  
12 start with the Deputy Commissioner. I appreciate  
13 your testimony, and you talked a lot about where I  
14 think, you know, this administration and this city  
15 should go, and I just wanted to ask, just--let me  
16 start with the pilot program that you talked about in  
17 Upper Manhattan and in Southeast Queens. The CPOP  
18 program that we had in the 1980's, CPU, Community  
19 Policing Unit in the 1990's, how does this new  
20 program describe the direction in which we're going  
21 when you talk about community policing? Because you  
22 talked a lot about engaging, about home visits, about  
23 really tackling--I mean, many of us recognize that we  
24 have to tackle some of the core issues that exist in  
25 many of our communities. Some of the societal

1 factors like homelessness, unemployment, why, you  
2 know, the small population of young people are  
3 engaging in crimes in the first place. Many of the  
4 preventative measures you talked about, focusing on  
5 prevention and not detention. So with this new pilot  
6 program that you talked about in four precincts, how  
7 exactly would that come together, and what's the  
8 difference from the other community policing units  
9 that we've had in the past?

11 TERENCE MONAHAN: Alright, if I can--I'd  
12 like to answer that question for you. It's a program  
13 that we've been putting together, and again, I've  
14 been on for 33 years, and I've been through the  
15 previous community policing models, and community  
16 policing is something that we've never left. How we  
17 do it, how we arrange it is what changes. This  
18 model--got it. What this model does, it gets  
19 everyone involved. It creates geographic  
20 responsibility for all the cops. In the past there  
21 used to be a separate unit that did community  
22 policing and then the other cops. Almost like two  
23 distinct Police Departments. This is getting  
24 everyone on the same team, same responsibilities,  
25 taking ownership, allowing our cops to have ownership

1 of a neighborhood, working in partnerships with  
2 everyone there. The guys who ride in the radio cars  
3 are going to be in the same sectors every single day.  
4 It'll be a cadre coordinated by our NCO, the  
5 Neighborhood Coordination Officer. They will be  
6 working and their role is going to be solve problems  
7 within the community. Our goal is to create time for  
8 the officers not just to be responding to a radio  
9 run, the guys in the radio car, but that free time to  
10 interact with the community, to work specifically on  
11 the problems that they've gotten from the community.  
12 So, it's a real team effort within a specific  
13 geography. Given the empower in our officers to be  
14 able to solve the problems, to work on problems.  
15 It's both going to be rewarding for the community and  
16 for the officers, because they're going to be able to  
17 see a problem and solve the problem within an area  
18 that theirs, that they have ownership of.

20 CHAIRPERSON GIBSON: Now, the offices you  
21 described that would be a part of this, are they  
22 rookie officers or combinations of senior officers,  
23 and how did you go about choosing these four  
24 precincts to start?

25

1  
2           TERENCE MONAHAN:  Alright, the officers  
3 that are going to be taken are going to be chosen by  
4 the Commanding Officers, and these are going to be  
5 the best officers.  There's going to be a lot of  
6 realignment within the precinct commands to get this  
7 done, and they are going to pick their best officers  
8 for this job.  The Neighborhood Coordination Officer  
9 is going to be a main person, a main cog in this.  
10 He's going to be a seasoned veteran.  He's going to  
11 receive a lot of training, a lot of training in  
12 problem solving, in criminal investigations.  We're  
13 going to give him the ultimate in training so he can  
14 go out.  We picked these four commands, two opposite  
15 sides of the city, neighborhoods that if you would  
16 look at it kind of in the middle realm of the city,  
17 not your most problematic and not your quietest  
18 neighborhoods either.  So it's kind of trying to  
19 figure out a good way of piling it with different  
20 communities in different distinct parts of the city  
21 so we could see the program, see how it works in  
22 these communities and then make decisions on  
23 expanding it.

24           CHAIRPERSON GIBSON:  When will it roll  
25 out and what's the duration that you're going to

1  
2 operate before you evaluate the success? And then,  
3 are you having conversations possibly about expansion  
4 based on that?

5           TERENCE MONAHAN: What we're looking at  
6 is getting the pilot up and running within the next  
7 month or two. We want to make sure we have all the  
8 technology for the officers and the training done  
9 before we break it out. And we're just going to have  
10 to, as we do it, we're going to look at it and we'll  
11 make an evaluation as it goes along. I can't say how  
12 long it's going to take at this point, but as we make  
13 the evaluations, then decisions will be made on  
14 whether or not to expand it.

15           CHAIRPERSON GIBSON: Are you including  
16 any of the other stakeholders, like, with this roll  
17 out? I think this is important and I think this is  
18 where we should go. I like what I'm hearing so far  
19 about this, but I also want to make sure that, you  
20 know, within the community itself of these  
21 neighborhoods, the existing service providers that  
22 are there, the existing resources that are there, the  
23 stakeholders, the advocates, the tenant leaders, the  
24 public housing, the clergy members, the churches,  
25 everyone that's there that ultimately has been

1  
2 dealing with a lot of the challenges already. How do  
3 we include them in these conversations in this role  
4 out?

5 SUSAN HERMAN: So, besides helping to  
6 orient any new offices that come into this precinct,  
7 the community members will be involved in helping to  
8 identify and solve some of the problems of crime and  
9 disorder in each sector. So, a precinct will be  
10 broken down into sectors, and we will actively be  
11 engaging community stakeholders in problem  
12 identification and problem solving. Some problems can  
13 be worked through together and some, obviously, are  
14 clearly in the realm of just the police, but many  
15 problems of crime and disorder, you work with all of  
16 these stake holders that you mentioned, the clergy,  
17 the business leaders, the nonprofits, the advocates,  
18 the tenant councils, all will be engaged at the  
19 sector level.

20 CHAIRPERSON GIBSON: Okay. Well, I  
21 certainly really encourage and emphasize the chance  
22 to include many of the stakeholders there that know  
23 the community residents. You know, there's always a  
24 challenge when you roll out a new program for fear of  
25 just so many different things. What factors are you

1 going to use to determine if this pilot is  
2 successful? Will it be based on numbers, prime data?  
3 Are you looking at some of the other factors in terms  
4 of employment, how many jobs, you know, may be  
5 created? What will be the factors that will  
6 determine this success or not?  
7

8 JAMES O'NEILL: Obviously, you will look  
9 to make sure that crime stays the same or goes down.

10 CHAIRPERSON GIBSON: Not stays the same.

11 TERENCE MONAHAN: Hopefully goes down,  
12 excuse me.

13 CHAIRPERSON GIBSON: Okay.

14 TERENCE MONAHAN: But one of the things  
15 that we're looking to do is do surveys pre and post  
16 with the community, how their relationships with the  
17 police are now, how their relationships they feel are  
18 after the conclusion of the pilot. Doing the same  
19 thing with our police officers, see what their  
20 feeling is going into the pilot, and then after being  
21 in the pilot, what their feelings are, how their  
22 relationships with the communities have improved. So  
23 hopefully we can get this all done in a reasonable  
24 amount of time.

1  
2 SUSAN HERMAN: I think the specific  
3 metrics are going to be developed and they'll be part  
4 of the pilot itself, but I think the emphasis is  
5 going to be on relationships with the community as  
6 well as conditions corrected, not activity but  
7 outcome.

8 CHAIRPERSON GIBSON: So in addition to  
9 this pilot, I don't know if it has a name, you didn't  
10 allude to it, but you talked about Cease Fire that's  
11 in the 67, 69--

12 SUSAN HERMAN: [interposing] And  
13 Brooklyn North.

14 CHAIRPERSON GIBSON: and Brooklyn South it  
15 says.

16 SUSAN HERMAN: It's 67 and 69 are the two  
17 precincts in Brooklyn South. It's all of the  
18 precincts in Brooklyn North.

19 CHAIRPERSON GIBSON: Okay.

20 SUSAN HERMAN: So it's 12 precincts  
21 totally.

22 CHAIRPERSON GIBSON: So how is this Cease  
23 Fire different from the pilot that we just talked  
24 about?

1  
2 SUSAN HERMAN: Cease Fire is a focused  
3 deterrence strategy and it could be applied anywhere  
4 in the city. This is a-- community policing is a  
5 philosophy of how you decentralize authority, how you  
6 decentralize deployment, how you focus on problem  
7 solving and partnering generally. Cease Fire is a  
8 particular intervention for group related violence.  
9 Homicide, in particular is what we're focusing on,  
10 but we believe it will decrease group related  
11 homicides and shooting. So it could be used anywhere  
12 in the city, and in fact, in several months, we hope  
13 to move to another borough.

14 CHAIRPERSON GIBSON: So, how are we  
15 centralizing and putting all of this together? And I  
16 guess, because in the past with some of these pilots  
17 that targeted certain commands and areas based on  
18 data and other factors, how is all of this being  
19 centralized in a way that's still inclusive, but also  
20 looks at this to me from a holistic perspective,  
21 ensuring as Director Glazer has said, that you know,  
22 some of the problems we face in our communities, many  
23 of them, are not any one person's fault, but the fact  
24 of the matter is that the more likely that we're able  
25 to invest programs and diversion efforts, we can

1  
2 reduce a lot of this crime. So, how is all of this  
3 being centralized, and is it led by the Police  
4 Department in concert with all the other agencies?

5 SUSAN HERMAN: All of the diversion  
6 programs that I mentioned, the three in particular  
7 that I mentioned, they're all being conducted in  
8 partnership with other city agencies and nonprofits.  
9 And the hope of a pilot is that you learn from a  
10 pilot in one or two or three precincts. You see what  
11 parts of the model work, what parts don't, and then  
12 you decide after looking at it for a while what the  
13 results are and whether you need extra resources to  
14 expand that pilot. Many of these pilots are things  
15 that we can do with existing resources, but if we  
16 were to expand them, some of them will require more  
17 funding. So they're worth testing out and seeing how  
18 well they work.

19 CHAIRPERSON GIBSON: Right. Within the  
20 collaborative policing, the unit that was  
21 established, you know, since its inception over a  
22 year, there's been so many different things that have  
23 happened across the city, but also a lot of different  
24 announcements that focused on marijuana reform, you  
25 know, obviously summons data, broken windows. There'

1 a lot of things that we have been and will continue  
2 to need to talk about. Have you looked at other law  
3 enforcement departments across the region, other  
4 large cities like the City of New York to see what  
5 their community policing has been like and adopted  
6 some of those practices?  
7

8 SUSAN HERMAN: I think--are we talking  
9 about collaborative policing or community policing?  
10 Community policing models exist all over the country,  
11 and we have looked at many other departments and we  
12 believe we're building on the best of all models that  
13 are out there. I don't know of any other Police  
14 Department that has an office of collaborative  
15 policing, but this office was set up to stress the  
16 importance of problem solving and partnering with  
17 others, specifically to foster collaborative  
18 approaches to public safety initiatives with other  
19 city agencies, nonprofits and community groups. I  
20 think that as the office has gotten more and more  
21 established, it's become in many respects a gateway  
22 for other city agencies to join with the Police  
23 Department. I work not only with other city agencies  
24 but with other offices and bureaus within the  
25 Department on a full range of issues.

1  
2 CHAIRPERSON GIBSON: Can you describe a  
3 little bit more about Project Reset that was funded  
4 by, I believe, the Manhattan DA, because that focuses  
5 on a certain command right now?

6 SUSAN HERMAN: Well, actually, it hasn't  
7 been funded by anybody. Project Reset is something  
8 that we're doing--

9 CHAIRPERSON GIBSON:[interposing] I'm  
10 sorry, it was an announcement, sorry.

11 SUSAN HERMAN: That's okay. It's a  
12 collaboration between the Brooklyn DA's office, the  
13 Manhattan DA's office, the Center for Court  
14 Innovation and the NYPD, and this is as you said,  
15 it's operating in two precincts, the 73 and the 25  
16 where first time offenders who commit a range of--  
17 there are about 20 eligible nonviolent misdemeanors.  
18 If the young person who's 16 or 17 years old is  
19 eligible for a DAT, they are then referred to the  
20 respective District Attorney's Office. The District  
21 Attorney's offices review the case, see if there's  
22 any reason why they wouldn't want someone to  
23 participate in this diversion program. If they think  
24 they're suitable, they will then refer that person.  
25 Actually, they will contact a defender organization,

1  
2 either Legal Aid, Brooklyn Defender Service,  
3 Neighborhood Defender Service in Harlem. The  
4 defender service will then contact the young person,  
5 describe this diversion option, see whether the young  
6 person wants to participate in it. If they do, then  
7 they are referred to the Center for Court Innovation  
8 and they're contacted by the Center for Court  
9 Innovation. They have two sessions, one is an intake  
10 and counseling session or possibly participation in  
11 the Youth Court, and then another is the outcome from  
12 whatever that process was. These are two session  
13 that take place after school so that no one has to  
14 miss school to attend these sessions, and in total,  
15 they probably will take no longer than it would take  
16 if you participated or went down to court. If  
17 someone tells the defender organization that they do  
18 not want to participate for whatever reason, they're  
19 not referred to the Center for Court Innovation, and  
20 then they just appear in court at the date that's on  
21 their DAT. They're handed a DAT initially by the cop.  
22 On the DAT it has a return date and they just show up  
23 for court as though Project Reset didn't exist. If  
24 they do complete the project, however--let's talk  
25 about the good part. If they do complete the

1 project, the DA's will decline to prosecute and the  
2 arrest is sealed. They never have to go to court and  
3 they have no arrest record whatsoever.  
4

5 CHAIRPERSON GIBSON: So this committee and  
6 my colleagues, we've been looking at the entire  
7 summons court, and many of the data that we've seen  
8 where young people of color have had a higher rate of  
9 getting a number of summonses. Thousands of them  
10 have been issued. Within this program, have you  
11 looked at the data in terms of 16 and 17 year olds  
12 and what types of low level crimes that they're being  
13 charged with to try to figure out again, talking  
14 about diversion. If there's a trend, what's the  
15 cause of that trend? And if CCI is not able to  
16 identify whatever that cause of that young person  
17 being involved in that infraction in the first place,  
18 are there other entities that you're working with  
19 such as mental health? We have taken a very  
20 aggressive approach to, because mental health  
21 unfortunately is playing more of a role in a lot of  
22 the crime within our city. So, have you looked at  
23 some of the data to see what the low level crimes  
24 consist of? And also, in the event that CCI is not  
25 able to address that particular infraction because

1  
2 there's some other factor, who are we working with on  
3 that?

4 SUSAN HERMAN: So Project Reset is  
5 actually about misdemeanors. It's not about violation  
6 level offenses. So these are all arrests. These are  
7 not summonses. These are 16 and 17 year olds who have  
8 been arrested typically for graffiti, for smoking  
9 marijuana in public, for shoplifting, for theft of  
10 service, range of misdemeanors, and if they're  
11 eligible for a DAT, then they can be referred to this  
12 program.

13 CHAIRPERSON GIBSON: And do we have a  
14 time frame on how long this pilot will go on?

15 SUSAN HERMAN: We just started the pilot a  
16 couple of weeks ago.

17 CHAIRPERSON GIBSON: Okay.

18 SUSAN HERMAN: And our hope is to watch  
19 it over the next few months and look at recidivism  
20 rates and look at completion rates of the program.  
21 And for every group of people who participate in the  
22 program, they will of course be a wonderful  
23 graduation where representatives from the courts, the  
24 police, the DA's office, and I hope City Council will  
25 be present to congratulate the young people.

1  
2 CHAIRPERSON GIBSON: Okay. I just want to  
3 ask a question to Director Glazer about last summer's  
4 initiative that focused on the 15 targeted public  
5 housing developments, and the reason why I liked this  
6 plan is because it identified developments that  
7 accounted for almost 20 percent of crime in the city,  
8 but it also looked at youth in terms of summer  
9 employment. It looked at domestic violence, which is  
10 more prevalent unfortunately in public housing. It  
11 looked at supporting grandparents raising their  
12 grandchildren. It looked at foster care. It looked  
13 at everything coming together, safety measures like  
14 enhanced lighting. Have we seen some of the results,  
15 and not just the crime data, because I know some  
16 developments either went down in crime or few were  
17 flat, and then we had one or two that actually  
18 increased? But I'm talking about some of the other  
19 factors like how did summer youth, putting millions  
20 of dollars, 800 new slots for residents of public  
21 housing working there, enhanced lighting, community  
22 centers being opened until 11 o'clock, what were the  
23 effects that we saw from that, and are we looking at  
24 not only keeping that for this year, but expanding  
25 and continuing to have conversations around that?

ELIZABETH GLAZER: Yes, yes, and yes.

So, yes, we think that this approach of looking at all the facets of what makes a neighborhood strong and promoting it is an effective one. We started to see some results, certainly in the overall crime numbers. We did a preliminary look at what happened, what the effect of lighting was, and that was very promising, and we anticipate doing actually a random controlled trial with respect to sort of how lighting works. There is a serious evaluation of the summer youth employment project, and Darrell [sp?], I don't know if you want to talk to that or not, but DYCD hired the Worton [sp?] School to do a randomized trial of our summer youth employment strategies, and it showed remarkable results as far as both keeping people away from criminal activity, but really importantly increasing the mortality rates of young people. And I actually have an expert right here if you want more on that from DYCD. And then maybe I'll just finish this summary. So, each piece we're looking at very carefully and then the really critical thing is how do all these pieces fit together and how do we then ensure that we're investing in the programs that worked and ensuring

1  
2 that as a whole we understand sort of what are the  
3 strongest pieces and how does the whole work. And so  
4 yes, we will be continuing this summer. We will have  
5 extended community center hours and are working very  
6 hard right now in sort of what the range of  
7 programming including jobs and play and other things  
8 will be.

9 CHAIRPERSON GIBSON: Okay. I need to  
10 swear you in first? Can you--are you from an agency?  
11 Yes, you're from her office. Can you raise your  
12 right hand? Do you swear to affirm to the tell the  
13 truth and nothing but the truth in your testimony  
14 this morning before the Council Member and to answer  
15 Council Member's questions honestly?

16 CHRIS LEWIS: Yes, I do.

17 CHAIRPERSON GIBSON: Thank you. Just  
18 identify yourself for the record.

19 CHRIS LEWIS: Sure. I'm Chris Lewis, the  
20 Director of the Summer Youth Employment Program for  
21 the Department of Youth and Community Development.  
22 And yes, to Liz's point, we did enlist the services  
23 of the University of Pennsylvania's Worton School to  
24 do a study on the effects of the Summer Youth  
25 Employment Program over the course of--we looked at

1  
2 six years and kind of looked at, you know, employment  
3 data and other kind of social metrics, and one of the  
4 most, you know, important and effective conclusions  
5 of the study, which something that Liz pointed out,  
6 is that it showed a significant decrease in the  
7 incarceration rates of individuals who took part in  
8 the program as well as a drop in the mortality rates  
9 of individuals that took part in the program as well.  
10 So, in a sense, literally the Summer Youth Employment  
11 Program is saving lives and keeping people out of  
12 trouble.

13 CHAIRPERSON GIBSON: Okay. Chief  
14 Monahan, you mentioned in the pilot for the four  
15 precincts that these particular officers who were  
16 selected by the CO's of the command would undergo  
17 training. Can you describe what that training would  
18 look like and what it would consist of?

19 TERENCE MONAHAN: At this point, we're  
20 still putting together the training module, but it  
21 will consist of problem solving, criminal  
22 investigations, community outreach, how to get  
23 services. It'll be a broad range of things that  
24 we're trying to put together. Again, the training  
25 modules is working at all of them [sic].

1  
2 CHAIRPERSON GIBSON: Liz, during many  
3 conversations with the Crisis Management Team, and  
4 you know, really tying everything together, you  
5 didn't mention it, so I wanted to just make sure. I  
6 know while it's not specific community policing, but  
7 very much so to this Council a part of an ingredient  
8 that's necessary as part of an ingredient that's  
9 necessary as a part of a conversation.

10 ELIZABETH GLAZER: Right. Totally agree.  
11 And so the council and the administration partnered  
12 last year to breathe life, important idea from the  
13 Council which is to have these cure violence sites  
14 which expanded significantly and then have these  
15 crisis management teams to ensure that it's not  
16 simply violence interruption plus to ensure that we  
17 have kind of an enduring intervention. We--slight  
18 delay in getting them up. The always challenging  
19 city procurement process, but they are now up and  
20 running and quite vibrant, and if I may just invite  
21 Eric Cumberbatch from my office to sort of give the  
22 quick overview, you'll get a sense of kind of the  
23 dimension and depth and intensity of this effort.  
24 And just one thing I'd like to just note is this  
25 antiviolence umbrella group that embraces the Cure

1  
2 Violence sites and numerous city agencies providing  
3 services is actually also a way to kind of look  
4 panoramically across all the different antiviolence  
5 efforts in the city, including Cease Fire that Police  
6 Department is leading, including other neighborhood  
7 violence intervention programs, including how to  
8 think about using media and other messaging devices  
9 to change behaviors. So, I think it's a very vibrant  
10 approach to your point, to thinking about how to look  
11 across all these different efforts. But if you'd  
12 like just a little bit more on it--

13 CHAIRPERSON GIBSON: [interposing] And as  
14 you come up, I'd also want to, you know, really  
15 applaud the efforts of this administration of the  
16 Mayor and many of my colleagues, the Chairs of the  
17 Gun Violence Taskforce, Council Members Jumaane  
18 Williams and Fernando Cabrera. I've been very  
19 involved in expanding the five neighborhoods all the  
20 way to 17, and really looking at violence  
21 interrupters and hospital responders and the fact  
22 that we must be preventative in our work. We cannot  
23 be reactionary and wait for a crime to occur and then  
24 figure out why it occurred, but instead, focusing on  
25 getting to young people in a holistic and creative

1 way and identify multiple factors that are necessary  
2 to address a lot of the crime. There's a reason for  
3 everything, and I appreciate this administration for  
4 recognizing, and we invested almost 11 million  
5 dollars in that expansion, and I'm proud because  
6 three neighborhoods in my county, Bronx County got  
7 full programs, and that was never done before. So, I  
8 appreciate that and I want to make sure I acknowledge  
9 the work of you and your office, because we're going  
10 to continue to do that and invest in anti-gun  
11 violence programs. I mean, we started somewhere and  
12 we're going to finish in an even greater place than  
13 we started. Eric, raise your right hand, please. Do  
14 you affirm to tell the truth, nothing but the truth  
15 in your testimony before the Council and to answer  
16 the questions honestly?

18 ERIC CUMBERBATCH: I do.

19 CHAIRPERSON GIBSON: Thank you.

20 ERIC CUMBERBATCH: So, I just want to--

21 CHAIRPERSON GIBSON: [interposing] And I  
22 identify yourself for the record, please.

23 ERIC CUMBERBATCH: Eric Cumberbatch,  
24 Program Director of Mayor's Office of Criminal  
25 Justice. So, I just want to echo everything that's

1  
2 been shared. I think what really makes the crisis  
3 management piece and Cure Violence really beneficial  
4 and a really spectacular highlight for the city is  
5 that you're using credible messengers and you're  
6 using cultural competent approaches towards  
7 combatting violence. And some of the things that,  
8 you know, were said at this table where there's some  
9 missing pieces or pieces that can be added in is that  
10 this is about community members being empowered to  
11 make change within their own community, and that's a  
12 really powerful piece in that you're taking people  
13 who may have had mishaps or faults in their life and  
14 giving them the opportunity to make a positive change  
15 and really develop other young individuals in that  
16 community that look up to them to make better  
17 decisions and change towards progressive behaviors,  
18 which is really powerful. So, in these networks that  
19 we have with crisis management we have Cure Violence  
20 Teams that are on the ground really looking to  
21 interrupt violent behavior, identify those that are  
22 high risk for shootings or actually being shot, and  
23 work with community on changing behavioral norms. To  
24 support that, we also have jobs programs where  
25 there's employment training, education and actual job

1 placement. We also have school conflict mediation  
2 within targeted schools. So that's some of the same  
3 situations or issues that persist on the street don't  
4 make it into the schools, and if they are in the  
5 schools, how can we mediate them in those areas. A  
6 host of therapeutic mental health services also come  
7 for the participants in the Cure Violence programs.  
8 And again, I stress the point that the people  
9 delivering these services and delivering the message  
10 are very much aligned to the people receiving the  
11 service, so it just makes for a very rich program and  
12 rich conversation. You know, I feel that it's  
13 definitely a program as we grow it, you know, we'll  
14 see great benefits. We've built out so much from the  
15 actual network. We actually have a city agency  
16 umbrella working group, consists of about 12 city  
17 agencies and really just mapping out what are all the  
18 assets, the initiatives, the resources that we all  
19 have that can support these organizations on the  
20 ground and also be of support of the participants  
21 that take part in these programs. Another piece  
22 we're doing with crisis management system, we've  
23 actually started a peer leadership committee. So  
24 bringing young people to the Mayor's Office and really  
25

1  
2 having their voice and input and expertise, so to  
3 speak, on what's really happening on the ground and  
4 what are solutions that young people would like to  
5 see instead of adults piloting [sic] over and saying  
6 this is the problem and this is how to fix it. So  
7 we're moving forward with some really great  
8 components. I think the key part to stress and to  
9 keep in mind is that this is a process and there's  
10 other programs that can have immediate goals or  
11 immediate outcomes, but this is a program where it's  
12 a process of developing and working with people, and  
13 over a long term you'll see a great outcome and great  
14 deliverables. So thank you.

15 CHAIRPERSON GIBSON: Thank you very much.  
16 And now I'd like to acknowledge the presence of my  
17 colleagues who are here, Council Members Antonio  
18 Reynoso, Rafael Espinal, Robert Cornegy, Jumaane  
19 Williams, Julissa Ferreras, Brad Lander, and I  
20 believe that's it. Yes, got Rory Lancman, yes. And  
21 now we're going to go questions from my colleagues,  
22 and I encourage all of my colleagues, we're going to  
23 have a time frame. We hope to get through one series  
24 of questions, and then if possible we'll do a round  
25 two. So we do have a clock. I ask you to please

1  
2 abide by it as much as we can so we can get to all of  
3 you to ask questions and provide comment. So we will  
4 start with Council Member Steve Matteo followed by  
5 Council Member Jimmy Vacca. You're up.

6 COUNCIL MEMBER MATTEO: Thank you, thank  
7 you. My first question, I want to talk about the  
8 pilot program. In my district, you know, community  
9 policing is extraordinary. I have my commanders, my  
10 community fairs who are walking the beat now, who are  
11 at every meeting, at every office dealing with every  
12 constituent complaint that I receive, and I think we  
13 do it right in my district. So, you know, I  
14 appreciate it. My concern is that it's about  
15 resources for me and my district and the city, and  
16 can we be paying for a pilot program you say under  
17 existing resources, but do we have the resources to  
18 expand that? And shouldn't we just be talking about  
19 maybe just what this council's been asking for, what  
20 I've been asking for, hiring more cops to support the  
21 cops that we have on the ground to make sure that I  
22 don't have two or three center [sic] cars in my  
23 district going out at night, that I have more, that I  
24 have more available cops to help in community  
25 policing or quality of life crimes. Because for me,

1  
2 I believe this is a resource issue that we can help  
3 solve by putting in what this council has been asking  
4 for in a thousand cops.

5 SUSAN HERMAN: I think the conversation  
6 about numbers of cops and resources are all part of  
7 the ongoing budget conversations that we're having  
8 now and the next couple of weeks, and I believe  
9 you'll be hearing form the Police Commissioner at the  
10 budget hearing very soon.

11 COUNCIL MEMBER MATTEO: But in your  
12 opinion, do you believe that having additional cops  
13 and resources will help this issue, will help, you  
14 know, bring more police officers on the ground and  
15 then whether this program needs to be expanded or not  
16 is based on resources?

17 SUSAN HERMAN: I think there are a number  
18 factors that are going to go into evaluating this  
19 program and how many--what level of resources it  
20 takes, we're not going to know until we dive into it.  
21 The numbers of cops for the Police Department is  
22 really something that's being discussed very  
23 carefully at many levels of the city right now and  
24 are part of a long discussion that's bigger than this  
25 conversation.

1  
2 COUNCIL MEMBER MATTEO: Well, I just  
3 wanted to make sure that we still have the  
4 conversation even at this hearing. You talk about  
5 the beat cop. Is that part of this program or is that  
6 ancillary to this program? You know, just a cop  
7 that's walking up and down the street, not in the  
8 sector car but just actually walking up and down,  
9 engaging with residents?

10 SUSAN HERMAN: So there are some beat cops  
11 all over the city and have always been some beat cops  
12 all over the city, but this program is going to  
13 emphasize a small geographic area that a number of  
14 cops, whether they're on foot or on patrol are going  
15 to stay in 24/7, and that combined with a  
16 neighborhood coordination officer who will help  
17 coordinate resources for that local area, bring  
18 resources in, help with local problem solving and  
19 identification of issues, that's what's going to be  
20 stressed in this pilot. It's not going to take away  
21 from any cops on the beat anywhere else.

22 COUNCIL MEMBER MATTEO: Okay. The Project  
23 Reset, I just wanted--I don't know if I misheard your  
24 testimony, but in your testimony you say first time,  
25 and I don't know if the conversation after that when

1  
2 you were speaking with the Chair, we're talking about  
3 individuals with children who have committed a crime.  
4 Is it first time offenders?

5 SUSAN HERMAN: The people who are  
6 eligible for this program are first time offenders,  
7 which means that they will be offered this diversion  
8 program. Now, if they are not offered it at the  
9 precinct level, they may be offered another diversion  
10 program at court. It's possible. But this  
11 particular program, they're going to be offered once,  
12 the first time.

13 COUNCIL MEMBER MATTEO: But and that's  
14 just for first time. I just wanted to--

15 SUSAN HERMAN: [interposing] That's right.  
16 That's right.

17 COUNCIL MEMBER MATTEO: Okay.

18 SUSAN HERMAN: I think that will make it a  
19 even more appealing option for people.

20 COUNCIL MEMBER MATTEO: Listen, I  
21 appreciate your testimony. I appreciate the  
22 cooperation. I have to run across the street to  
23 another hearing. I just want to end with my own  
24 little rant that I, you know, I think the  
25 relationship that I have, that my community has with

1  
2 the police is fantastic. Speaking of my district,  
3 like I said, the commanding officers, the community  
4 affairs offices have been fantastic, and I appreciate  
5 everyone wanting to come together. My concern is,  
6 though, that we make sure that public safety and  
7 safety of my residents from the high crimes, the  
8 quality of life crimes that we deal with, with  
9 graffiti that are being dealt with that this, these  
10 new initiatives don't reduce broken windows and that  
11 paramount is public safety and to the safety of my  
12 residents. So with that, I'm going to turn it back  
13 to the Chair. And I appreciate it, thank you.

14 CHAIRPERSON GIBSON: Thank you very much,  
15 Council Member Matteo. You were right on time.  
16 Thank you. Next we will hear from Council Member  
17 Jimmy Vacca.

18 COUNCIL MEMBER VACCA: Thank you. Thank  
19 you, Madam Chair. I wanted to speak about the  
20 homeless situation you alluded to. I, 95 percent of  
21 the time, take the train from the Bronx here, and  
22 I've been doing it since I'm a Councilman, and I have  
23 never seen the homeless situation as serious as I see  
24 it now. Number one, my question is the assistance  
25 you want to render to homeless individuals, does that

1  
2 include homeless individuals who are sitting up on  
3 the bench of a train, or only does it include those  
4 individuals who are actually laying down on the  
5 bench? I have been told different stories. I preface  
6 my remarks by saying that the transit police are  
7 doing a good job. I call the transit police many time  
8 from the subway car I'm in. As the car is moving, I  
9 will call the transit police to come and help a  
10 homeless person. They meet me stations later, but  
11 I'm like one person. We have a mammoth problem on the  
12 trains. I need to know what are we doing about it,  
13 and has it indeed gotten worse?

14 SUSAN HERMAN: We are offering  
15 assistance, meaning shelter and services to homeless  
16 people in the subways. This diversion is for--it's  
17 diverting people who might have gone into the  
18 criminal justice system if they've committed  
19 violations, but it's for people as well who never  
20 would have gone into the public, into the criminal  
21 justice system or at that moment were not committing  
22 a violation. So any homeless people.

23 COUNCIL MEMBER VACCA: Many of the  
24 homeless I see have significant issues. There is  
25 possibly alcohol, drugs or mental health issues

1  
2 involved. So, my question is, are we offering them  
3 help and then if they say no, that's it? Or are we  
4 doing anything from a law enforcement perspective?  
5 If they say no to help, then they stay on the train  
6 for hours?

7 SUSAN HERMAN: Depends on what their  
8 behavior is. Depends on what their behavior is.

9 COUNCIL MEMBER VACCA: Well, I think we  
10 need to know clarity. Again, I may be confused, but  
11 I--

12 SUSAN HERMAN: [interposing] If they're in  
13 violation of the law and they are causing a  
14 significant problem on the train, they'll be asked to  
15 leave the train. If they are in violation of the law,  
16 they'll also be offered services.

17 COUNCIL MEMBER VACCA: So, if they are  
18 laying down on a bench in a train, I need to know  
19 this, if they are laying down on the seat?

20 SUSAN HERMAN: If they're outstretched,  
21 they're in violation.

22 COUNCIL MEMBER VACCA: They're  
23 outstretched.

24 SUSAN HERMAN: They're in violation.  
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COMMITTEE ON PUBLIC SAFETY

COUNCIL MEMBER VACCA: Are they asked to please sit up?

SUSAN HERMAN: Yes.

COUNCIL MEMBER VACCA: And then that's that.

SUSAN HERMAN: No, not necessarily.

COUNCIL MEMBER VACCA: No? Then you may offer--

SUSAN HERMAN: [interposing] The officer-

-  
COUNCIL MEMBER VACCA: [interposing] them help, but if they say, "No, I don't want help." Then what is done?

SUSAN HERMAN: If they're sitting up, if they've been admonished, if they've been warned and they're sitting up, they're no longer in violation. This is part of the discretion of every police officer who assesses the situation, sees what's happening, determines the harm that's being created, and determines what's necessary from warning and admonishment to summons to arrest. Every police officer has that discretion.

COUNCIL MEMBER VACCA: Okay. Well, as long as I understand. I think it requires further

1 discussion. I think our transit system has been  
2 overlooked to some degree, and I I'm going to pursue  
3 this. Number two, quickly, we're talking about  
4 recidivism and I would like to know concerning  
5 recidivism, obviously you're working with the DA's  
6 when it comes to recidivism of minor offenses. I'm  
7 sure you're working with DA's offices. You're  
8 working with judges. You're working with a whole  
9 system to address minor infractions that could be  
10 dealt with in a way that provides services and help.  
11 Am I correct?

13 SUSAN HERMAN: Are we working with the  
14 DA's and others on minor infractions to determine  
15 whether people can get services? Yes.

16 COUNCIL MEMBER VACCA: Yes, you are?

17 SUSAN HERMAN: Yes.

18 COUNCIL MEMBER VACCA: Are you working  
19 with DA's and so much as people who commit violent  
20 crimes over and over and over again and are let loose  
21 by the courts?

22 SUSAN HERMAN: We--it is equally true that  
23 we are trying to create many off-ramps so that people  
24 who don't belong in the criminal justice system where  
25 society's interest and their interest could be just

1  
2 as effectively served outside of the system or kept  
3 out of the system. It's equally true that we're  
4 focusing on diversion as we are trying to make sure  
5 that people who are highly problematic are in the  
6 criminal justice system.

7 COUNCIL MEMBER VACCA: I want to stress  
8 that every time I read a newspaper and I see someone  
9 who's created a heinous violent crime, that person  
10 committed many heinous violent crimes before the  
11 final desperate act which constitutes the worst  
12 offense, and people are concerned about a system  
13 where those who commit such terrible crimes go from  
14 one violent crime to the next higher level violent  
15 crime until a family and loved ones are effected for  
16 the rest of their lives. And while we want to help  
17 people, and I certainly want to help those who need  
18 mental health services, who need counseling, who need  
19 support, I want to help those individuals. Jumping a  
20 turn style is one thing and maybe we can work with  
21 individuals, but I've had a--I have a zero tolerance  
22 for what's been going on here for years where no one  
23 is held accountable, not the judges, not the DA's.  
24 Everybody wants more money so we throw the money at  
25 them, but I want to know because these are the people



1  
2 can be kept in the community, and we have to  
3 understand where that line is, and then we have to  
4 make sure that we have the right response. And I  
5 think you're right, it's a complicated problem. I  
6 think it's an issue that we all work on every single  
7 day.

8 CHAIRPERSON GIBSON: Thank you, Council  
9 Member Vacca. In your testimony, Commissioner, and  
10 you know, when we talk about community policing it's  
11 really a part of the conversation on how we identify  
12 and deal with homeless individuals that are sleeping  
13 on trains. And you know, the reason why you're  
14 talking about it and we have been talking about is  
15 because there have been many instances of individuals  
16 who are arrested for sleeping on the train. When the  
17 train gets to the end of the line at the depot, at  
18 the hub, these individuals are arrested, and what  
19 we're trying to say and we all keep saying is that  
20 these individuals are not committing a crime, but  
21 they need help. So, I know that six million dollars  
22 has been invested with NYPD, Bowery Residence,  
23 Homeless Services to try to add--as well as the MTA  
24 to try to address this problem. With the wintertime  
25 and the cold weather, individuals are not sleeping on

1  
2 park benches necessarily, but now they're in our  
3 train system. And so I agree and I want to go on  
4 record and make sure that you understand that we have  
5 to do more and we have to do a better job. Yes, I  
6 get it's an individual officer's discretion, but many  
7 of these individuals are homeless and sleeping on a  
8 train for a reason. And New York One just did a  
9 feature about a week ago where they identified a  
10 homeless individual in the Bronx who was sleeping  
11 under the Macomb's [sp?] Dam Bridge, and he said that  
12 he was sleeping under the bridge because he didn't  
13 want to go to a shelter, because it was more safe to  
14 sleep under a bridge in the street than to go into  
15 the shelter system. And I'm saying that because many  
16 individuals fare that way. And so we have to look at  
17 this program and see what we can do that will be  
18 better so that we're not arresting our way because  
19 that's not solving the problem at all.

20 SUSAN HERMAN: So maybe it would be  
21 helpful if I talked a little bit about this program.  
22 This particular program that you're referring to  
23 involves joint operations with police officers and  
24 social workers going out jointly on patrol. When  
25 they are out together on patrol, they are not

1  
2 arresting anybody unless it's absolutely necessary to  
3 do it. The social worker and the police officer are  
4 jointly approaching homeless people. They're  
5 offering services. The services are clearly  
6 voluntary. We can't mandate that someone goes to a  
7 shelter, but we are offering them programmatic  
8 shelters, something slightly above the 30<sup>th</sup> Street  
9 option that most people associate with shelter and  
10 that most people like the gentleman you referred to  
11 probably don't want to go to. So, these joint  
12 operations in the last several weeks we've made an  
13 enormous number of contacts with homeless people.  
14 Our hope and expectation is that like many other  
15 social problems it takes several attempts to get  
16 somebody to understand that you really are offering  
17 services. That's what it's about, and that the  
18 services are different from what they may have  
19 experienced before. It may take several weeks,  
20 several more months, in fact, for people to  
21 experience the new shelters and to have the word get  
22 back to other homeless people that when you're  
23 approached by a transit officer and somebody, a  
24 social worker at the same time that they offering you  
25 something different.

CHAIRPERSON GIBSON: Okay. Thank you.

Now we'll hear from Council Member Rory Lancman followed by Council Member Chaim Deutsch.

COUNCIL MEMBER LANCMAN: Good morning

Director Glazer, Commissioner Herman and Chief Monahan. Thank you very much for your testimony. I really thank you for the focus that you are bringing to community policing. The Deputy Commissioner for Collaborative Policing, I think the title says a lot, and it speaks to the Department's commitment and this administration's commitment and the Councils commitment to a different model of policing than maybe what we've seen previously. I want to focus on the aspects that you've talked about quite a bit, excuse me, which is trying to get people out of the criminal justice system, trying to the extent possible viewing the issues that are causing disorder and in some cases serious criminality, but at its root really disorder and quality of life issues, and see if there's a better way than running people through the criminal justice system. I mean, that is the essence of collaborative policing. You've got social workers and others there, that something we can do that is better than slapping handcuffs on

1 someone, putting them in the back of the car and  
2 sending them off to Rikers. One of the issues that  
3 the Council is considering, it was in the Speaker's  
4 State of the City Address, is the issue of  
5 decriminalizing certain low level offenses. My  
6 Committee on Courts and Legal Services with Public  
7 Safety Committee had a hearing in December on the  
8 Summons Court. Hundreds of thousands of people given  
9 a criminal summons to appear in court for quality of  
10 life offenses like riding a bicycle on a sidewalk or  
11 open container of alcohol, they're in the criminal  
12 justice system. Half the people don't even show up  
13 and a bench warrant is issued for their arrest. Even  
14 pleading guilty to a minor crime can have measurable  
15 collateral consequences for everything from someone's  
16 employment status to immigration status, etcetera.  
17 When a police officer interacts with a young person  
18 in particular who is committing a minor quality of  
19 life offense, can we agree that it doesn't really  
20 matter for the Police Department's purposes of  
21 maintaining order, whether or not the police officer  
22 is handing that young person a criminal summons,  
23 which runs them through the Criminal Court, or a  
24 civil summons, which will put them in the Civil  
25

1  
2 Justice System. It's still an opportunity for the  
3 officer to say, "Hey, you, you shouldn't be doing  
4 that." But the consequences for that person,  
5 particularly that young person are so much less.

6 SUSAN HERMAN: I think it's a case by case  
7 situation. We use civil summonses, ECB summonses,  
8 TAB summonses all the time, and they have different  
9 consequences than criminal summonses, and it would be  
10 a longer conversation with you to go crime by crime  
11 and violation by violation to see what's appropriate.  
12 It's often in the moment, but there are also general  
13 categories that we can talk about, but that's a  
14 longer conversation.

15 COUNCIL MEMBER LANCMAN: Well, we'd love  
16 to have that conversation as well as with Director  
17 Glazer and the rest of the administration of going  
18 offense by offense and really ask ourselves does this  
19 need to be in the criminal justice system or is this  
20 appropriate for an ECB violation, for example. And  
21 we'd love to have that dialogue. The last thing I'd  
22 like to ask you about is the issue of training. I  
23 had the opportunity with many of my colleagues to  
24 visit the Police Academy and get a briefing on the  
25 three-day retraining program. It seemed impressive

1 to me, at least from what I saw. We didn't really  
2 observe any classes. The New York post did a story  
3 how the officers are not buying into the training.  
4 Now, considering the source, I don't want to put too  
5 much emphasis on the New York Post. I think the New  
6 York Post views criminal justice a lot more narrowly  
7 than we do. But with that said, either you or Chief  
8 Monahan, could you speak to what kind of training the  
9 officers who are going to be engaged in this more  
10 community policing model are going to receive, and  
11 talk to us candidly about whether officers themselves  
12 are buying into this new model, because it's a little  
13 more difficult than just responding to 911 calls all  
14 day.  
15

16 SUSAN HERMAN: I'd actually like to set  
17 the record straight about officer satisfaction level  
18 with the training that they're undergoing. I think  
19 there was a real unfortunate story that you saw. We  
20 brought some data just to show you exactly what the  
21 surveys of officers who have gone through the  
22 training have reported in their surveys. Ninety  
23 percent of the thousands of officers who have gone  
24 through the three day training have been surveyed,  
25 and I'd like to just show you what it looks like.

1  
2 COUNCIL MEMBER LANCMAN: We would love to  
3 see that.

4 SUSAN HERMAN: I thought you might. So,  
5 what this shows you, there's day one, day two and day  
6 three. Instructors communicated the content of the  
7 course effectively. Content of this course was  
8 relevant. Course will increase the likelihood that  
9 most UMO's, that's uniformed members of the service,  
10 will use only minimum necessary force. Course will  
11 improve most UMOS's ability to manage conflict.  
12 Course will improve ability to communicate with the  
13 public. Course will have a positive impact on the  
14 Department and its relationship with the community,  
15 and then finally I would recommend this course to  
16 other UMOS. You will see that none of these fall  
17 beneath the 60 percent level, and many of them are in  
18 the 90 percent level in terms of "I agree" or "I  
19 strongly agree." In terms of how many people have  
20 been through the training, you see from this other  
21 chart 7,285 have completed day one, 5,635 day two and  
22 4,756 day three. So, 90 percent of those people who  
23 have already completed the training completed the  
24 service, which first of all, 90 percent of anybody  
25 completing--any survey being completed is a pretty

1  
2 high result, and secondly, I think you see that it's  
3 a very, very favorable response from officers in the  
4 Department.

5 COUNCIL MEMBER LANCMAN: It definitely is,  
6 and I want to thank you for sharing that with us and  
7 clearing that up, and it's good to know that the vast  
8 majority of the officers who have gone through that  
9 three day training think that it's worthwhile. We  
10 hope that we start seeing those effects on our  
11 streets very soon. Thank you.

12 CHAIRPERSON GIBSON: Thank you, Council  
13 Member Lancman. Next we'll hear from Council Member  
14 Chaim Deutsch, but before that, I just want to  
15 acknowledge the presence of some of our middle school  
16 students from 668 Riverdale Avenue Middle School in  
17 Brownsville, Brooklyn. Welcome.

18 [applause]

19 CHAIRPERSON GIBSON: Welcome to City Hall,  
20 and I hope you get excused for being here from  
21 school. Please tell your principal that this is a  
22 very important hearing that you're witnessing. We  
23 thank you for being here and we wish you luck in  
24 school. Thanks again. Council Member Deutsch?

1  
2 COUNCIL MEMBER DEUTSCH: Thank you very  
3 much, Chair. Good morning, Deputy Commissioner. I  
4 want to commend the work that you're doing, the  
5 collaboration between the Police Department and the  
6 community. First, I want to touch upon the  
7 homelessness issue. I think when it comes to  
8 homelessness the Mayor has been doing a great job  
9 regarding domestic violence, homeless, but the people  
10 living on the streets, I think that we are at a dead  
11 end. I think we're fooling ourselves when it comes to  
12 people sleeping on the streets. I've been working  
13 for three long months working with the homeless, with  
14 number of agencies, and guess what? They're still  
15 sleeping on the streets. You know, it's a health  
16 issue for them. There's urine. There's rats, rat  
17 infested areas. Now, I still don't understand why a  
18 person sleeping in the street cannot be taken to a  
19 shelter or a hospital. If someone is standing on the  
20 ledge of a building, that person's taken to the  
21 hospital. So I think that it's basically the same  
22 thing. It's a health issue for the people sleeping  
23 in the streets and it's a mental health issue. So,  
24 sometimes they don't realize, they feel that it's  
25 best for them where they are sleeping in the streets.

1 I have a major problem in my district on Sheep's Head  
2 Bay Road [sic]. People are afraid to walk to the  
3 train, and we encourage people to use mass transit,  
4 and people are just afraid. We have about two dozen  
5 homeless people sleeping in the streets surrounded by  
6 urine, children touching the floor, and you have some  
7 individuals who are drug users, and it's a major  
8 problem, and this has been going on for years and  
9 years and years and it needs to stop. And I'm  
10 willing, I put in three months and I'm willing to  
11 continue working with the agencies, but we have to  
12 come up with some type of plan that's going to work.  
13 We keep on saying that we cannot force them. Either  
14 laws need to be changed or we need to make a decision  
15 saying that it's a health hazard, it's a health risk  
16 for them and take them into a shelter, and show them,  
17 look, there is a shelter. Many of them don't trust  
18 the shelters, but we have to make sure that the  
19 shelters work for them. So, this is a very big issue  
20 in my district, and I would love to see it get  
21 corrected, and I'm willing to be part of it. On  
22 another note, when you talk about the pilot program,  
23 when we talk about crime, the CPU community policing  
24 officers, I think it's great. I love the community  
25



1 private mental health professionals to teach, to  
2 educate people. Many families don't know what type  
3 of resources they have. And in addition, criminals  
4 and opportunist, and they may be an opportunist  
5 because they are drug users. They might be an  
6 opportunist because they need the money. I have  
7 what's called Entitlement. We let people know what  
8 type of city resources, what is SNAP, or DRE or SCRE  
9 or another 50 different services that people may be  
10 entitled to that they don't know. In addition to  
11 this, I think also with certain programs in the NYPD,  
12 for example, the Summer Youth NYPD program. I would  
13 love to get more involved to let people know that  
14 there is a free camp to teach teenagers to--it's a  
15 free camp for teenagers to come in and to learn more.  
16 So, you know, my closing statement is, Deputy  
17 Commissioner, I would like to work with your office.  
18 You said the training you didn't put in place yet. I  
19 would love to have the Public Safety Committee be  
20 part of it. I would love to be part of it, and you  
21 know, we could all bring the experience that we have  
22 in our districts back to you and make this a  
23 collaborative effort. So thank you so much. Looking  
24 forward.  
25

1  
2 SUSAN HERMAN: We look forward to working  
3 with you.

4 CHAIRPERSON GIBSON: Thank you Council  
5 Member Deutsch. Next, we will hear from Council  
6 Member Jumaane Williams.

7 COUNCIL MEMBER WILLIAMS: Thank you,  
8 Madam Chair. Thank you for your testimony. Although  
9 I was late, I thank my staff for allowing me to hear  
10 over the phone most of the testimony, which I  
11 appreciated. And I want to thank the Chair and the  
12 Speaker actually for having this hearing. I am fully  
13 supportive of some of the bills that are out there,  
14 The Right to Know Act dealing with the chokehold  
15 bill, and I believe we should, and hopefully we'll  
16 have hearings on those, but I'm not sure of the  
17 combination of bills that we need to use yet to move  
18 forward. Although I'm supportive of those. And I  
19 felt it was very important that this conversation be  
20 one of the ones that we start off with to try to  
21 figure that out. So I'm excited that we're having  
22 this. Thank you for being here, and of course, we  
23 still have to deal with broken windows issue and  
24 problems that we're having. I do want to just give a  
25 shout out to Chief Monahan and Nelson who are

1 retiring, for their good service and thank Inspector  
2 Galad [sic] de Blasio and Roel [sp?] from my district  
3 and the men and women of the 45<sup>th</sup>, the district 67,  
4 70<sup>th</sup>, 63<sup>rd</sup> to help keep us safe. So, and I've been  
5 through many simulations. I think this is my second  
6 or third time going. I've been to Live Action. I  
7 try to really go so I can at least get a piece of  
8 what officers have to deal with and many people don't  
9 understand the split second decisions that have to be  
10 made, and I try to take that into account. But I'm  
11 glad we're talking about community policing. I think  
12 it was the Assistant Chief that mentioned, I'm not  
13 sure if I agree, that said we always had community  
14 policing. I'm not sure if that's 100 percent true. I  
15 know we've always had CPOP officers, beat cops and  
16 elements of community policing and community officers  
17 who are now getting their full value which I'm happy  
18 about. But I wanted to read what I thought a  
19 definition of community policing is because I want to  
20 make sure we're on the same page and know if we're  
21 not. So, there was something from Lincoln, Nebraska  
22 on what community policing is and it's something I  
23 agree with. So they made note to mention that it's  
24 not necessarily programs that include--that make  
25

1 community police community policing. It'll take a  
2 little while. I'm going to use up some of my time.  
3 But it says, "Instead, community policing is a value  
4 system which permeates a police department in which  
5 the primary organizational goal is working  
6 cooperatively with individual citizens, group of  
7 citizens and both public and private organizations to  
8 identify and resolve issues which potentially affect  
9 the livability of specific neighborhood areas or the  
10 city as a whole. Community based police departments  
11 recognize the fact that the police cannot effectively  
12 deal with such issues alone and must partner with  
13 others who share mutual responsibility for resolving  
14 problems. Community policing stresses prevention,  
15 early identification and timely intervention to deal  
16 with issues before they become unruly problems.  
17 Individual officers tend to function as general  
18 purpose practitioners who bring together both  
19 government and private resources to achieve results.  
20 Officers are encouraged to spend considerable time  
21 and effort in developing and maintaining personal  
22 relationships with citizens, business, schools, and  
23 community organizations." And so that is kind of  
24 what I feel it is, and I hear many parts of that in  
25

1 the components that were mentioned, which I  
2 appreciate. My concern is if we have, I know we have  
3 pilot programs where some people are not answering  
4 911 calls, and those are great. My concern is I want  
5 to be sure that that philosophy is something that the  
6 Department agrees on, and that it is permeating  
7 through all of the men and women of the NYPD, because  
8 if it's not, then there's a problem with whoever is  
9 going to interact with someone if they're not part of  
10 that philosophy. And I would say that Chief Lenier  
11 [sp?] in D.C., one of the things that she said is she  
12 took away her community officers and made everybody  
13 have the same philosophy that they have, and it was  
14 important because their clearance rate rose because  
15 they started getting more trust with the department,  
16 with the people they were policing. So, I have a few  
17 questions. One--I'm going to ask them. There's four  
18 in succession. One is, do you agree with what I  
19 read, and is that the direction that the Department  
20 is going in? Two, how do the other agencies  
21 interplay? When do they come in? When do they get  
22 involved? Does a police officer on the street have  
23 access to someone in other agencies if they need that  
24 assistance? What other community organizations and  
25

1  
2 community groups that work on police reform is the  
3 Department involved with so that we can understand  
4 where they're coming from and they can be better  
5 engaged? That's actually three. So those are the  
6 three questions I have. I can't get to everything  
7 that I want to get to, but I'd love to hear a  
8 response for that. And thank you, Ms. Glazer, for  
9 mentioning the procurement process with the Cure  
10 Violence. You mentioned it kindly. It is actually a  
11 hindrance to get the work done that we want. And so,  
12 as much as we can move forward to get rid of that  
13 hindrance. There are some people who haven't gotten  
14 paid or are just getting paid. And so it's not up  
15 and running like we want, and most of it is because  
16 of the procurement process. But thank you very much  
17 for the work you're doing. Thank you all for--what  
18 you're supposed to be doing and are doing is allowing  
19 this conversation to happen much easier than it's  
20 happened in the past. Although we're not there yet,  
21 I am excited about the prospect of it. So, if you  
22 can answer those questions.

23 SUSAN HERMAN: Let me take them one at a  
24 time. Do we agree with the statement? Yes.  
25 Community policing is and has always been a

1 philosophy, not a particular program, and to the  
2 extent that Departments have infused it throughout  
3 the Department from the top down and from the bottom  
4 up it's more successful and that's what we're engaged  
5 in in the NYPD. It is a set of values that stresses  
6 partnering, it stresses problem solving, and it  
7 stresses prevention. And while we are very much a  
8 can-do organization and that's a wonderful quality of  
9 the NYPD, I think we've learned that to get to the  
10 next level of community safety in the city we will  
11 have better results and we are having better results  
12 as we partner with other agencies and other community  
13 based organizations. So, yes, we agree, and yes,  
14 we're actively engaged in doing that. What other  
15 agencies are working with? I see lots of people that  
16 we've worked with in the room today, so I think  
17 you'll hear from many of them, but we've worked with  
18 organizations that focus on victim services and  
19 victim advocacy. We've worked with organizations  
20 that think about criminal justice reform exclusively,  
21 organizations that are very social service oriented,  
22 grassroots oriented, a whole range of organizations  
23 just in the collaborative policing office, but  
24 that's, you know, 140 or so nonprofits and community  
25

1 based organizations. But the Department as a whole  
2 every day is working at every level from the officer  
3 level to the precinct CO, to the borough commander,  
4 to the borough chief in headquarters and deputy  
5 Commissioners. We are regularly working with other  
6 agencies and seeking their input and working on their  
7 initiatives to bring our perspective to theirs. But  
8 everybody, I think you asked whether the officer on  
9 the beat feels that he or she would have access to  
10 other agencies. So, as Director Glazer talked about,  
11 a safer street is a well-lit street. So, an officer  
12 who recognizes that lighting is a problem knows how  
13 to coordinate with other city agencies and make sure  
14 that that street is lit.

16 COUNCIL MEMBER WILLIAMS: Thank you. So,  
17 I know my time's up, but hopefully in the second  
18 round, I'd really like to know how that works on the  
19 ground actually, if the police officers feels--and do  
20 they know when to engage another agency, and also I  
21 was hoping for some names of the groups that you're  
22 working with to see if we can help with somebody you  
23 may not be working with. But to me, obviously if we  
24 have military overseeing a community, it's going to  
25 be safe or safer, but that's not what we want, and

1 that's not what we need to strive to. A doctoral  
2 community is probably a safe one because everybody's  
3 afraid. So we have to find that balance, and plus, it  
4 doesn't always work. So my thing is to make sure  
5 that police are responsible for law enforcement and  
6 other agencies in the groups come in to deal with  
7 public safety together. So, to that end, I'm glad  
8 that we're moving toward that, and hopefully we get a  
9 second round to delve into some more of the  
10 questions. Thank you. Thank you, Madam Chair.

12 CHAIRPERSON GIBSON: Thank you, Council  
13 Member Williams. We were also joined by Council  
14 Member Mathieu Eugene. And Director Glazer, you had  
15 it in your testimony, I think it alludes to what  
16 Council Member Williams was talking about, what I've  
17 been talking about, is how do we tie in other  
18 community service providers, agencies and the Police  
19 Department, particularly in responding to those with  
20 behavioral mental health issues? We sometimes say  
21 EDP's, emotionally disturbed persons. You talked  
22 about there being a pilot where we're going to have  
23 police officers have expanded training to enable them  
24 to better recognize the symptoms of mental illness or  
25 substance abuse. You talked about a pilot, a

1  
2 clinical drop-off center that would be in place  
3 instead of immediately taking these individuals to  
4 the hospital. What I've heard from many officers is  
5 when they respond to a 911 call, it's not always  
6 known that it's an EDP. When they arrive at the  
7 scene and they identify that that is the case,  
8 challenging to address the issue, and that's when a  
9 lot of problems arise. But also, when that individual  
10 is taken to the hospital, they're not even being  
11 evaluated in a process that's consistent. They're  
12 given, you know, maybe an evaluation, a couple of,  
13 you know, prescriptions for medication, and then they  
14 are discharged. And so that issue is not addressed.  
15 So, we've been talking about it and I'm glad you  
16 alluded to it, and I'd like to know a little bit more  
17 about it, because you talked about a roll out at one  
18 particular location in Manhattan and then in 2016 we  
19 would expand. So I think this is very critical.  
20 Many offices I talk to always describe mental health  
21 as a major part, and that's why we have been so  
22 aggressive, and I credit a lot of the work of your  
23 offices. But can you talk a little bit about that,  
24 how that would work in terms of first responders?

1  
2 ELIZABETH GLAZER: This is something that  
3 obviously is a collaboration with the Police  
4 Department, with Commissioner Herman's Office and  
5 with the Department of Health and a number of others.  
6 So, I think the first thing I just wanted to say is  
7 that, you know, one of the big unknowns here and why  
8 this is a pilot and not instant citywide roll out is  
9 we really don't know how many mentally ill are on the  
10 street and how many encounters police have with them.  
11 We can't count the number of EDP's, probably about  
12 100,000 I think, but there is a whole range of  
13 behaviors that's not that in which police officers  
14 don't have a lot of options beyond arrest or  
15 hospitalization. And so the idea here is first, can  
16 we support officers so that they have the kind of  
17 training to understand what they're seeing in front  
18 of them? Second of all, could they have access to  
19 clinical health, this would be the drop-off centers,  
20 to help them make an evaluation? And then third,  
21 could they actually have a place to bring people that  
22 could ensure that the person is appropriately treated  
23 or reconnected with whatever treatment they're  
24 currently undergoing instead of sort of using a  
25 single response, or as Councilman Lancman was

1 alluding to of it simply being the criminal justice  
2 system. So that's the idea, and I don't know--I'm  
3 sure if you want to--

4  
5 SUSAN HERMAN: [interposing] The only  
6 thing I would stress is that in order to--when you  
7 take someone to a hospital, it's because you believe  
8 they're in danger of hurting someone else or  
9 themselves. There are many people who suffer from  
10 substance abuse problems or mental illness who are  
11 not at that severe stage. So to be able to offer  
12 them medical assistance is really something we've  
13 never done in the city before. We've never had a  
14 place that is solely dedicated to a place where  
15 police officers can take people who are in that kind  
16 of need. This is an extraordinary project.

17 CHAIRPERSON GIBSON: This is a part of a  
18 taskforce, right?

19 SUSAN HERMAN: The Mayor's Taskforce on  
20 Behavioral--

21 CHAIRPERSON GIBSON: [interposing] The  
22 Mayor's Taskforce on Behavioral Health. Some of the  
23 members of the taskforce, are there any community  
24 like mental health providers and health  
25 organizations, HHC and others?

1  
2 ELIZABETH GLAZER: Yeah. So the  
3 taskforce itself actually engaged over 400 people in  
4 the development of these recommendations, and we had  
5 a number of different working groups at every stage  
6 of the system that consisted of not just city  
7 agencies, but also neighborhood community groups,  
8 nonprofits, people who use the system, and that  
9 structure, not still 400, but a more workable  
10 structure now is continuing to ensure that we're  
11 implementing in, you know, in an expeditious way the  
12 recommendations of the taskforce.

13 CHAIRPERSON GIBSON: Okay, thank you.  
14 Next we will hear from Council Member Brad Lander  
15 followed by Robert Cornegy.

16 COUNCIL MEMBER LANDER: Thank you, Madam  
17 Chair, and I just want to echo Council Member  
18 Williams's thanks to you and to the Speaker for  
19 convening this hearing, and welcome and thank you to  
20 the panel for the work you reported on today, and  
21 there's a lot of it. Before I start my own  
22 questions, and since the hearing began I've had some  
23 communication with Council Member Donovan Richards  
24 who represents one of the precincts where the pilot  
25 is going to be taking place, and he's eager to sit

1 down with the department, learn more about it,  
2 understand what's going to be going on. I assume  
3 Council Members who weren't able to join us today,  
4 but whose precincts this is being piloted in you'd be  
5 glad to sit down with and talk to about this in more  
6 detail. Super. Thank you. And I note, a lot of my  
7 own thinking on this has been informed by the work of  
8 the Red Hook Community Justice Center, which isn't  
9 specifically mentioned in your testimony, but is  
10 operated by the Center for Court Innovation, and  
11 though it's not primarily a policing intervention,  
12 it's a community court, I think it has really  
13 dramatically impacted the way the 76<sup>th</sup> precinct does  
14 it work. You saw that after Hurricane Sandy when  
15 there was almost no crime, and you get a sense from  
16 officers on the ground that having that kind of local  
17 community court thinking about diversion, thinking  
18 about restorative justice can change the way they  
19 police. So I would just urge you to, you know,  
20 include that in the basket of strategies that you're  
21 evaluating and thinking about how it works as you  
22 move forward. I think I'll do what Council Member  
23 Williams did and just kind of put all my questions  
24 out there and then you can--I joke with the Chair, I  
25

1 was just going to give you a list of 12 questions and  
2 then count that as my five minutes. But, you know, I  
3 think for me the challenge in thinking about how we  
4 make this work and especially the pilot program is,  
5 you know, how do we get community policing that  
6 avoids net widening? Can we use it to change street  
7 level interactions and the ways officers are relating  
8 to individuals rather than just increasing and  
9 focusing the number of kind of bad interactions we  
10 saw during the "stop and frisk" era? So, a couple of  
11 questions there. I mean, one is, what are we  
12 measuring, you know, in terms of what officers are  
13 doing? We don't want quotas, but we want to know  
14 what they're doing in ways that matter. How does  
15 that relate to this neighborhood Com-stat [sic] idea  
16 and how do we avoid and guard against net widening?  
17 So that's area one. Let me just put them all out  
18 there. Question two is around street interactions.  
19 Is the idea to change the tenor of street  
20 interactions, and if so, what does that look like?  
21 What kind of training do officers get? How do we  
22 make the community policing interactions different  
23 from, you know, what we've seen, from stop and frisk  
24 type of interactions? And then third, and maybe  
25

1  
2 hardest, I'm curious how you're thinking about the  
3 community policing in the context of issues of race  
4 and justice? We have here with us today a lot of  
5 people in the room motivated by the national  
6 conversation, and I can imagine saying let's take  
7 that head on in the communities where we're engaging  
8 in community policing. Let's have honest  
9 conversations, and I can imagine a strategy which  
10 would be just the opposite. Let's like engage on the  
11 ground, try to build good relationships, engaging  
12 community activities and not focus on this broader  
13 narrative and set of issues that people feel  
14 passionately about. So I'm just curious how you're  
15 thinking about the relationship between community  
16 policing and the issues of race and policing. That's  
17 a lot, but now I'm done.

18 SUSAN HERMAN: Okay. So the first  
19 multiple question, how do we imagine that the pilots  
20 will change street level interaction in these  
21 precincts? If you know the neighborhood that you're  
22 in, if you've spent time in that neighborhood in  
23 positive interactions as well as negative  
24 interactions, if you've been oriented as these  
25 officers, any new officer coming into these precincts

1 will be by community partners, if you've been  
2 supervised by seasoned field training officers, if  
3 you are not in an impact zone in the evening with  
4 hardly any supervision or a one to 12 ration and  
5 you've gone to a one to two ratio, which is where we  
6 are now, I think you're going to see changes in the  
7 way people relate to communities, and it's going to  
8 have an impact on everyday street interaction,  
9 because those officers are going to know the people  
10 in those neighborhoods, and they're going to know  
11 them well, and they're going to see them in both  
12 positive and negative circumstances. That hasn't  
13 been the case in terms of thousands of officers who  
14 are in impact zones, supervised in one to 12 ratios  
15 and mostly at night. Yes? You want to talk a little  
16 bit--

17  
18 TERENCE MONAHAN: Well, what we've been  
19 doing instead of--what was happening is a police  
20 officer came out of the Academy and he went out  
21 straight onto a foot post out there by himself, one  
22 to 12 ratio, not really learning the community, not  
23 really learning how to be a police officer. With the  
24 new training program, they're out in every single  
25 precinct in the city. They're riding in a radio car,

1  
2 interacting on a daily basis, learning how to do the  
3 job as a police officers. One to two ratio, there's  
4 a seasoned cop with him every step of the way, taking  
5 him, teaching him how to get it done. It's a lot  
6 more effective than putting 10 guys on a street  
7 corner alone with one cop that--one seasoned officer,  
8 one on two handling jobs, learning the neighborhoods  
9 and working with their community partners while  
10 they're out there.

11           SUSAN HERMAN: In these precincts, the  
12 idea is also to have at least 30 percent of an  
13 officer's time away from 911 response, so that they  
14 can have a range of interactions with businesses,  
15 residents, people on the street, attend community  
16 meetings, go to schools to make presentations,  
17 understand what the local conditions are and how to  
18 address them, everything we've been talking about  
19 earlier. How do they know when to bring in other city  
20 agencies, because they're able to spend time  
21 understanding that that community center needs that  
22 pool open this summer or this school needs help  
23 around after school programs and escorting people  
24 home or making a safe corridor. You can't get an  
25 understanding of those kind of local conditions

1  
2 unless you are off the 911 response for a certain  
3 amount of time. So this is going to change  
4 interactions on the street. It means that people are  
5 going to know who they're working with, and it means  
6 that they're going to be able to work with  
7 communities to identify and solve problems.

8 COUNCIL MEMBER LANDER: That makes a lot  
9 of sense to me, but it also, it sounds like at least  
10 in that 30 percent of the time they're doing a very  
11 different job, and so I--maybe this goes to the  
12 training and just how much of it there's going to be.  
13 I worry that people will default to the ways that  
14 they've been taught to police and have historically  
15 policed. That sort of goes--

16 SUSAN HERMAN: [interposing] That's our  
17 challenge.

18 COUNCIL MEMBER LANDER: net widening. You  
19 know, I mean, if you're looking for more interactions  
20 and you don't have a different model for how to have  
21 those interactions, so I guess, you know, I guess  
22 we'll have to wait and hear more about what that  
23 training looks like, and it'd be great to have maybe  
24 some non-NYPD partners in thinking about and  
25



1 questions, but the one question that you asked at the  
2 end has a lot to do with how you regain the trust or  
3 build trust within a community, and I think you do  
4 that in a number of ways. You do it through how you  
5 train officers. You do it through how you supervise  
6 officers. You do it through your deployment  
7 strategies, and then you do it by emphasizing  
8 partnering and problem solving, a different way of  
9 policing. So, that's a philosophy of community  
10 policing that needs to permeate the entire  
11 Department. We also have lots of programs that are  
12 mostly implemented through our Community Bureau that  
13 try to build positive relationships with communities  
14 on an ongoing basis, cops in schools, Explorers  
15 Programs, the Rock Wall, everything that you've all  
16 seen in your neighborhoods and your communities.  
17 Those are affirmative efforts to see cops  
18 differently, see community members differently engage  
19 in other ways. These pilots that we've been talking  
20 about are going to be built on a foundation of  
21 problem solving. So you'll have a different way of  
22 building trust not only through, as I mentioned in my  
23 testimony, not only through talking about our  
24 distrust, but through actually working through

1  
2 problems together, and that I think will really  
3 change the dynamic that the police have with our  
4 communities and particularly our communities of color  
5 who have felt, as we understand it, through our  
6 interactions that things have done to rather than  
7 with.

8 CHAIRPERSON GIBSON: Thank you. I  
9 appreciate that. Thank you, Council Member Lander,  
10 and I agree. You know, we can have all the  
11 conversations about how do we change the mindset both  
12 ways, how do people look at cops differently, and how  
13 do cops look at communities differently. A lot of it  
14 has to be done through our behavior and our actions.  
15 That seriously has to change. And you know,  
16 unfortunately there have been so many instances where  
17 communities of color have not been treated fairly,  
18 and I think that's what really brings us here, and  
19 I'm really proud that we're having this hearing, and  
20 I know that this is not the last conversation, but we  
21 have to actualize this. This has to materialize in  
22 communities where the negativity has been felt the  
23 greatest, communities like mine in the Bronx, because  
24 it's one thing to have a conversation here, but it's  
25 second to go into communities and do something

1 totally different. So, I appreciate, you know, the  
2 commitment and the words that you're saying. I want  
3 to make sure that this is felt. You know, if we're  
4 talking about it at the top, it has to be felt at the  
5 bottom, and that's in all communities, especially  
6 with young people. And I always emphasize and I will  
7 say it again that inclusiveness is important.

8 Community groups and organizations that have already  
9 been in our communities saving our children from  
10 destructions, churches that have opened doors when  
11 many have closed their doors is really important.  
12 It's important to me and it's important to my  
13 colleagues as well, so I appreciate that, and  
14 certainly we'll keep having those conversations.

15 Next, we will have Council Member Robert Cornegy  
16 followed by Antonio Reynoso.

17  
18 COUNCIL MEMBER CORNEGY: Good morn--I  
19 mean, good afternoon. Thank you so much, Chair, and  
20 thank you, panels, for coming in and actually  
21 engaging in this dialogue. I feel like I want to  
22 frame my comments and my questions with this  
23 statistic. We understand in my district which is  
24 Bed-Stuy Northern Crown Heights that 100 percent of  
25 the crimes that are committed there are committed by

1  
2 one percent of our citizens, one percent or less, and  
3 with that understanding, I wanted to ask you whether  
4 or not you felt like these new initiatives were a  
5 movement away from the old kind of broken windows  
6 methodology of policing and stop question and frisk.

7           SUSAN HERMAN: We talked about a number  
8 of initiatives in the testimony. Some of them are  
9 designed to keep people out of the criminal justice  
10 system where the problems they're creating can be  
11 just as well addressed outside of the criminal  
12 justice system. They're offered social services.  
13 Their behavior may change. We also talked about  
14 focused deterrents or New York City Cease Fire,  
15 focused deterrent strategies that focus on the small  
16 number of people who are committing the vast majority  
17 of the crime. So, I think that we are actively  
18 engaged in both efforts, keeping people out, being  
19 more targeted and focused in our enforcement efforts,  
20 not only through Cease Fire, but through targeting  
21 impact people, people who are committing a great deal  
22 of crime. We talked earlier about our work  
23 collaborating with District Attorney's offices,  
24 making sure that people who are recidivists over and  
25

1  
2 over and over again are targeted for different  
3 treatment.

4 COUNCIL MEMBER CORNEGY: So, I thank you  
5 very much and I respect that. As a part of my  
6 agreement to participate in modern technology during  
7 this hearing I was able to through social media get a  
8 question or two from people who couldn't attend the  
9 hearing. So I'm going to choose just one. And that  
10 question is, what do you feel like the community  
11 could do, not as elected officials, not as partners  
12 per say that you've identified, but the community, to  
13 reduce the risk of negative interaction between our  
14 youth and the Police Department? So, they said  
15 profiling, but I told them that I would change and  
16 reframe the question, but really, you know, the  
17 question is what can we do as a community to reduce  
18 that negative interaction? So, I'm taking out the  
19 word "profiling" for the context of the question, but  
20 I think that was the caller's purpose of the  
21 question.

22 SUSAN HERMAN: That's a complex problem.  
23 The biggest way of framing the answer to that is to  
24 say we need to work together, and we intend to do  
25 that in a number of ways, at the department level and

1  
2 at the local level. I think these pilots will get us  
3 there very quickly, and I look forward to expanding  
4 them, but I think all of these efforts that we're  
5 engaged in are creating opportunities for people to  
6 work together, Police Department to work with local  
7 residents and local residents to work with the Police  
8 Department, and that I think will help a great deal.

9 COUNCIL MEMBER CORNEGY: And I actually  
10 appreciate your answer. I thought that--I don't want  
11 anybody to get the wrong idea. I believe that that's  
12 the bottom line and that is truly the answer. How we  
13 get there has been and is the question. So, I  
14 appreciate you, thank you.

15 SUSAN HERMAN: I think you get there in  
16 the wide variety of ways we've been discussing this  
17 morning, through training, through different  
18 policies, through diversion programs, through  
19 targeted enforcement, different supervision,  
20 different way of officers being encouraged to engage  
21 with community members at the local level. It's all  
22 across the Department.

23 COUNCIL MEMBER CORNEGY: So, it's funny  
24 you mentioned that, because we were thinking of a way  
25 potentially to incentivize those offices and the

1  
2 commands that use the community to get results, as  
3 opposed to putting the onus on particular commanders  
4 or particular officers or people who want to be  
5 promoted. So, I don't know how to do that, but to me  
6 it seems like incentivizing that behavior, which is  
7 the behavior that shows a direct correlation between  
8 reducing crime and community police interaction as  
9 opposed to arrests. So how do we incentivize that?  
10 I think I'm very interested in that kind of dialogue.

11 SUSAN HERMAN: I think Commissioner  
12 Bratton has been stressing from the very, very  
13 beginning that he's interested in impact and outcome  
14 more than he's interested in numbers. I think we  
15 have a lot of work to do to make sure that's  
16 happening all across the Department, but that's been  
17 a consistent message, and if you want to engage in  
18 conversation about how to do that in other ways, we'd  
19 be happy to talk.

20 COUNCIL MEMBER CORNEGY: I'd like for your  
21 office to consider my office as a partner in their  
22 work. Thank you.

23 SUSAN HERMAN: Happy to talk with you.

24 CHAIRPERSON GIBSON: Thank you, Council  
25 Member Cornegy, and I'd also say I'd like you to just

1  
2 consider the Council as partners, just in terms of  
3 having these conversations. We don't want the work  
4 you do to be done in a silo. We're partners and we  
5 represent the communities in which our officers are  
6 working, and so we want to make sure that there is  
7 that cohesive dialogue back and forth. We don't  
8 always get it right, but I assure you that we come  
9 together with the same belief and the same practice  
10 that we will work together towards the positive goals  
11 that are necessary. We've been joined by Council  
12 Member Donovan Richards, and now we will hear from  
13 Council Member Antonio Reynoso.

14 COUNCIL MEMBER REYNOSO: Thank you, Chair.  
15 And I just want to just echo the sentiments of my  
16 colleagues that this is a great time. We could  
17 actually have a conversation about community policing  
18 with the Police Department actually answering  
19 questions honestly and truthfully, but also in the  
20 spirit of seeing progress. So, I'm extremely happy  
21 to be here. Again, thank you Chair, for hosting this  
22 hearing. I'm a sponsor of two bills, a co-sponsor of  
23 two bills called The Right to Know Act, but before I  
24 get into that, I just wanted to speak regarding  
25 increasing the Department's diversity being a huge

1  
2 issue. We all know that about 27 percent of the  
3 police force on the ground is Latino, which reflects  
4 the diversity or the demographics of the City of New  
5 York. When we talk about its leadership, it's less  
6 than 10 percent at the top level. So the people  
7 making the decisions and building policy and really  
8 working towards how and what we're going to look like  
9 do not look like the people that are on the ground,  
10 and we have this general and soldier mentality that  
11 ends up happening, and it's extremely concerning to  
12 me. In the last about year and three months we  
13 haven't seen any progress. We've seen some movement  
14 within the tops ranks laterally, but nothing coming  
15 up, and I just want to know if--I think that effects  
16 community policing and how do you interact with folks  
17 that you don't know or that you're not a part of, and  
18 who's at the table helping ask those questions? I  
19 was just wondering what you guys thought that in  
20 community policing how important it is to have  
21 leadership that reflects the population you're trying  
22 to serve.

23 SUSAN HERMAN: I think having diverse  
24 managers is important. I think Commissioner Bratton  
25 has made great efforts in that regard, and I can't

1  
2 speak to whether your numbers are accurate, but  
3 diversity is important, and I think he's making great  
4 efforts in that regard.

5 COUNCIL MEMBER REYNOSO: So, even if my  
6 numbers are slightly off, which I don't think they  
7 are, I'm pretty sure they're not, 10 percent is not  
8 enough. The community is almost 30 percent Latino  
9 and is almost 10 percent Latino in the leadership. I  
10 think it's a huge issue for us in our communities and  
11 how community policing happens. How do you know if  
12 you--how can you speak to our issues and our concerns  
13 if you don't look like us, you don't speak like us,  
14 you don't walk the streets like us? It's very  
15 important to me, and I just want to say that. That's  
16 a concern. The second thing is, it being a police--  
17 policing being a service, right, and it being called  
18 police force, right? A service versus force, I think  
19 a lot of folks don't understand that--and I want to  
20 talk to the power dynamics and the power imbalance  
21 that happens. The people on the streets don't see it  
22 as a service, right? They don't see a police officer  
23 walking around that they're doing a service. They  
24 see it as a force or some type of over powering  
25 system that they have to walk under or that they're

1 below, and I think that's a huge issue. And I just  
2 wanted to know if you agree that the idea that an  
3 individuals, that individual encounters between  
4 police and community members, that there is a power  
5 imbalance between officers with community members.  
6 Mind you that officers wear guns or have guns, and do  
7 you think that that plays into how interactions are  
8 happening on an everyday basis.

10 SUSAN HERMAN: I think the police officers  
11 have enormous power, and it is inherently an unequal  
12 relationship when someone is enforcing the law and  
13 can exercise that kind of authority. It's like all  
14 members in the criminal justice process. That  
15 doesn't mean that you can't relate to each other in  
16 constructive ways. That doesn't mean that you can't  
17 be respectful. Doesn't mean that you can't explain  
18 to people why you're doing what you're doing, allow  
19 them to ask questions.

20 COUNCIL MEMBER REYNOSO: Absolutely. So,  
21 I guess, because I don't have a lot of time, and I  
22 guess what I'm trying to say but the choices in the  
23 person that's in power to make sure that they relate,  
24 that they respect, that they have the courtesy and  
25 everything that we're asking them to have. The

1 person that's being questioned or stopped doesn't  
2 necessarily have the opportunity to impose their  
3 moral or strong foundation upon the officer. The  
4 officer is in power, and that's a big issue when it  
5 comes to just the relationship. And I'm trying to get  
6 to a point which I hope I can do in 30 seconds. The  
7 next is, would you support the idea that officers  
8 should identify themselves to community members  
9 during routine interactions and share the reasons for  
10 their routine interaction and how that would help the  
11 relationship? I'm being stopped for a reason. Who's  
12 stopping me? Thank you very much. Do you think that  
13 that's something that would be helpful in police and  
14 community interaction?  
15

16 SUSAN HERMAN: I think there are a number  
17 of bills that have been proposed that get at some  
18 underlying issues, and what the Police Department  
19 would like to do is have further discussion with  
20 members of Council about the underlying issues that  
21 have led to these bills before we comment further on  
22 them. What's the absolute question that you're  
23 trying to address? Can we talk through the details  
24 of the bills?  
25

1  
2 COUNCIL MEMBER REYNOSO: Okay. And then  
3 the last one is, the President's Taskforce on 21<sup>st</sup>  
4 Century Policing actually likes my bills. They  
5 thought it was a great idea. It came out on the 21<sup>st</sup>  
6 Century Policing. It's about building relationships  
7 on the ground, right? That's very important. A lot  
8 of the stuff that we're talking about is policy up in  
9 the top ranks that don't reflect who we are, but I'm  
10 talking about what happens on the ground. And folks  
11 not knowing, one, not knowing that they have a right  
12 to refuse a search when there's no legal  
13 justification for it, not knowing that. So the  
14 information is the first part. The second part, even  
15 if they do know that they can deny a search when  
16 there is no legal basis, them actually doing that,  
17 saying to an officer, "Sir, you can't search me."  
18 That interaction alone given the power imbalance is a  
19 huge concern for our communities, and there hasn't  
20 been a way to address that in the conversations that  
21 we're having with the Police Department. How do--how  
22 are we supposed to interact with officers when there  
23 is a power imbalance, and given the history of  
24 700,000 stop and frisk cases, there's just a history  
25 there, how we move forward from that? And again,

1 while everything is happening on the top, it's on the  
2 ground every day interactions that we're having with  
3 our cops that needs to be addressed. And just, I  
4 haven't heard about that policy. I did hear about  
5 agencies and working together. There's still a power  
6 imbalance and we need to make sure that on the ground  
7 we can figure out a way that the interactions happen  
8 more fairly. Thank you for the extended time, by the  
9 way, Madam Chair.  
10

11 CHAIRPERSON GIBSON: You owe me, Council  
12 Member.

13 COUNCIL MEMBER REYNOSO: I absolutely  
14 will.

15 CHAIRPERSON GIBSON: Thank you very much.  
16 We have just a couple more questions for the panel. I  
17 wanted to ask, in reference to community policing  
18 there's been a lot of talk, and it's something that  
19 we have to bring up, because a lot of the crimes that  
20 have been committed by the small population that  
21 we've talked about really revolves around broken  
22 windows, and Commissioner Bratton, the Mayor have  
23 talked about it. We've all talked about. We're  
24 still going to talk about it, but I'd like to know  
25 what your thoughts are in how does community policing

1  
2 work with Broken Windows? Is it a part of the same  
3 scheme or is it separate?

4 SUSAN HERMAN: Broken Windows is a  
5 philosophy of addressing low level quality of life  
6 complaints. Many of the low level quality of life  
7 complaints that we talked about earlier in this  
8 hearing we're trying to address through diversion.  
9 Broken Windows is also something that has evolved  
10 over the years. I think both the Mayor and both the  
11 Police Commissioner are committed to continuing to  
12 enforce quality of life issues. It's the--usually  
13 the number one issues that are discussed at precinct  
14 community council hearings. It's what our elected  
15 officials talked to us about what's going on in their  
16 community. It's what our 911 calls and our 311 calls  
17 reflect, great concern with quality of life issues.  
18 The challenge for us is to have officers on the beat  
19 understand that they have discretion in knowing how  
20 to address these conditions, a range of options, a  
21 tool box that is bigger and fuller with more options  
22 than they've had in the past. The challenge for us  
23 is to see that people who could be diverted out of  
24 the system are. We've had--you know, I think the new  
25 marijuana policy, for instance, reflects a change in

1  
2 how we're approaching a particular kind of crime,  
3 understanding that there's a relatively small harm  
4 attached to small amounts of marijuana, changing that  
5 from a misdemeanor presumption to a violation  
6 presumption and a summons. We've seen a tremendous  
7 decrease in the number of marijuana arrests as a  
8 result of that. So, how you approach quality of life  
9 violations and crimes evolves. It involves  
10 discretion at the individual level. It involves  
11 discretion at the departmental level, and I think  
12 you're seeing that unfold. It certainly meshes with  
13 community policing because it reflects concerns of  
14 the community and ways and a focus on problems that  
15 are identified by the community.

16 CHAIRPERSON GIBSON: So I think one of  
17 the core issues that you mentioned is the word  
18 discretion and the fact that the quality of life  
19 crimes and the Broken Windows and the application of  
20 it, we have problems with the way it's being applied  
21 because of that discretion that you talked about,  
22 because some of the instances where, you know, you  
23 said it's based on a theory. A lot of the theory is  
24 based on assumptions that you reduce the likelihood  
25 of an individual committing a more serious crime by

1 addressing that low level quality of life offense.

2 And I think I recognize--I've done ride along. I've  
3 been at the 911 call center. I didn't realize the  
4 volume and level of 911 and 311 calls that come into  
5 the system. But even with that, the discretion is, I  
6 think, the core of why we have the conversations  
7 we're having around Broken Windows, because of the  
8 way that it's currently applied based on perception,  
9 assumption and discretion, where not everyone that  
10 commits a quality of life offense potentially could  
11 be further committing a more serious crime. Do you  
12 understand what I'm trying to say? Because--

13 SUSAN HERMAN: [interposing] I do, the--

14 CHAIRPERSON GIBSON: [interposing] you're  
15 talking about it being a part of community policing,  
16 but if we are looking at changes and looking at the  
17 challenges we face now with the current application  
18 of Broken Windows, then how do we move forward with  
19 community policing and not addressing that core  
20 issue? Does that make sense?

21 SUSAN HERMAN: It does. I think, quite  
22 frankly, everybody in the room and the media here,  
23 we're thinking of different things when we talk about  
24 Broken Windows. Broken Windows is a theory and it  
25

1 usually talks about two things, that if you address  
2 low level quality of life issues quickly and well,  
3 you're less likely to have that disorder lead to more  
4 crime. It doesn't necessarily attach to a particular  
5 individual. The second thing is that it promotes  
6 order for its own sake, which most of our  
7 neighborhoods through our precinct community  
8 councils, through our 311 calls, through our 911  
9 complaint system, we see that people of New York  
10 believe in quality of life and are complaining about  
11 the kinds of things that we're responding to. So we  
12 are going where people call us. Community policing  
13 will involve different ways to engage community, to  
14 identify problems of crime and disorder. If  
15 something is a high priority and a community, we're  
16 going to know that better because we are going to  
17 know a neighborhood more thoroughly we believe and  
18 we're going to work with people in a community to  
19 figure out how to address problems. So there's a  
20 range of ways that you can address quality of life  
21 problems, from warning and admonishment to summons to  
22 arrests, and all of those ways should be engaged at a  
23 one on one level, but there's also ways to look at a  
24 problem like why are people hanging out on this  
25

1 particular corner being disruptive. Maybe if it were  
2 better lit, they wouldn't hang out there. That's  
3 another way to address a quality of life problem.  
4

5 CHAIRPERSON GIBSON: Now, when you talked  
6 about addressing the quality of life problems, the  
7 broken windows, does that include the training that  
8 Chief Monahan described for the new pilot that we're  
9 starting with the four commands, or would that be  
10 something done universal since every police officer  
11 is enforcing broken windows? How would that work?

12 SUSAN HERMAN: Both, both. The training  
13 that we're doing now for the 20,000 officers that  
14 includes discussion of quality of life enforcement.  
15 That's training being given to everybody who's on  
16 patrol. There'll be additional training for officers  
17 in the pilot.

18 CHAIRPERSON GIBSON: Okay. I need to  
19 move on. The administration just made an announcement  
20 a couple of weeks ago around school safety, which is  
21 something I'm very, very supportive of on the  
22 Disciplinary Code B21, this is a Department of Ed  
23 question, and looking at more preventative measures  
24 in our schools that focus on conflict resolution.  
25 We're not suspending our way out of young people that

1 are not necessarily doing anything of a criminal  
2 nature. We're providing the support for school  
3 administrators, for educators, but also for school  
4 safety. So, the Mayor created this School Leadership  
5 Climate Team to look at disciplinary codes, looking  
6 at school summons, suspensions and arrests because  
7 of, again, in communities of color where we have a  
8 lot of our school districts, we have a high  
9 propensity of young people who are being arrested and  
10 suspended in our schools. We have young people as  
11 young as seven and eight who are being arrested and  
12 handcuffed in local precincts for minor infractions  
13 that could be dealt with in our schools, bullying and  
14 some of the other things that are going on with young  
15 people. So I'd like to know if DOE is here as well  
16 NYPD School Safety, how are we looking to make some  
17 of those reforms and implementing them, how are we  
18 including the stakeholders, the teachers, the  
19 educators, principals so that we can begin the  
20 necessary conversation on preventative measures,  
21 prevention and not detention for our young people in  
22 schools.  
23

24 SUSAN HERMAN: DOE is here if you'd like  
25 to hear from them.

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COMMITTEE ON PUBLIC SAFETY

CHAIRPERSON GIBSON: Thank you. And could you raise your right hand, please? Do you affirm to tell the truth in your testimony this afternoon to the Council and answer Council Member questions honestly before us today?

MARK RAMPERSANT: I do.

CHAIRPERSON GIBSON: Thank you very much, and please identify yourself for the record.

MARK RAMPERSANT: My name is Mark Rampersant. I'm the Deputy CEO for Safety and Security for the Office of Safety and Youth Development. Say that three times quick. So, as it relates to the respective category that you speak to and that's in the Discipline Code is B21, Insubordination. The Department of Education is in fact working with the Police Department to educate them overall on the overall discipline code, and in our ongoing collaboration with the Division of School Safety, we are working with school administrators to help them more on the area of collaborative problem solving, if you will. So when it comes to a young person committing an infraction that doesn't raise to the Police Department level or should I say that does raise to a Police Department level, what we are

1 training school safety agents to do with school  
2 administrators is talk about the overall infraction,  
3 thus giving the school an opportunity to address it  
4 at the school level, versus have police officers sort  
5 of weigh in and address the matter.  
6

7 CHAIRPERSON GIBSON: Okay. I definitely  
8 want to keep talking about that, very interested in  
9 that and also resources for our schools, like you  
10 know, school crossing guards and some of the other  
11 things, but I think this is a great step of progress.  
12 I commend the Mayor and Chancellor Farina and all the  
13 others. This is great, but we're not done yet.  
14 We're going to make changes to B21 and some of the  
15 other infractions, handcuffing young people. We're  
16 going to really make a dent in this. So I appreciate  
17 you being here. I certainly look forward to working  
18 with you and the administration on that. Thank you.  
19 Next, we'll hear from Council Member Donovan Richards  
20 followed by Council Member Jumaane Williams.

21 COUNCIL MEMBER RICHARDS: Good afternoon  
22 and I want to thank the Mayor, and obviously the  
23 Police Commissioner and you guys for certainly  
24 piloting this program in both precincts in the  
25 Rockaways, and I'm very happy to see that. I do want

1  
2 to add my two cents here and say that, you know, we  
3 fully need to move to community policing and until we  
4 do that, you know, we're going to continue to have  
5 this disconnect between communities in the Police  
6 Department. You know, we often do get some of the  
7 Broken Window concerns obviously, but the problem  
8 with Broken Windows is when innocent young black  
9 people, black men and women and Hispanics are  
10 unfairly targeted because of some of these complaints  
11 in the communities, and it certainly hinders progress  
12 that we should be making and that we can make to mend  
13 the community's relationship with the Police  
14 Department. With that being said, I had a few  
15 questions, in particular being that the Rockaways,  
16 both precincts have been selected, I wanted to know  
17 how are the locations being selected and if there's  
18 any room for community input in these decisions?  
19 Because one of the things we would hate to see is it  
20 go to, you know, a place that doesn't necessarily  
21 have a lot of crime. So are you choosing these  
22 locations based on crime or have these locations been  
23 chosen, and if so, which locations are they?

24 SUSAN HERMAN: We chose these four  
25 locations because it was a good place to pilot this

1 approach. Our hope is to eventually move throughout  
2 the boroughs and throughout the city.

3  
4 COUNCIL MEMBER RICHARDS: Okay. So which  
5 locations? So they're going to be piloted at certain  
6 locations in the Rockaways--

7 SUSAN HERMAN:[interposing] They're going  
8 to be piloted--

9 COUNCIL MEMBER RICHARDS: or is it the  
10 entire--

11 SUSAN HERMAN: [interposing] No, the two  
12 commands. The 100 and 101.

13 COUNCIL MEMBER RICHARDS: So the entire  
14 commands.

15 SUSAN HERMAN: yeah.

16 COUNCIL MEMBER RICHARDS: Okay, that's  
17 great. The other question I had--so, how do you  
18 guys--how in particular are they going to be--how are  
19 they going to be introduced to the community, these  
20 particular sectors [sic]?

21 TERENCE MONAHAN: Once we finish out all  
22 the kinks before they get the pilot started,  
23 commanding officers are going to sit down with all  
24 the community members, and kind of break it out with  
25 you guys, explain exactly what's going to happen, get

1  
2 your involvement right from the start, because we  
3 want complete involvement from everybody in the  
4 community. So once--we haven't asked them to reach  
5 out yet because we want to have the firm start date,  
6 but once we know the start date, we're going to have  
7 them reach out to every community member and get them  
8 fully involved in this.

9 COUNCIL MEMBER RICHARDS: It says in your  
10 testimony the program will be staffed on a voluntary  
11 basis. Could you go into what that means?

12 TERENCE MONAHAN: Voluntary basis is for  
13 the Neighborhood Coordination Officer. This is going  
14 to be the guy that's going to coordinate the  
15 activities in the sectors, with the sector cops.  
16 It's going to be probably the most important position  
17 there. Similar to maybe what a beat cop was in the  
18 past. He's going to be out there. He's going to be  
19 reaching out. He's going to be working with the  
20 sectors on what the issues are, who to go to. He's  
21 going to be the main contact, sort of the quarterback  
22 of the sector of that responsibility. So we want the  
23 best that we have in the commands in those positions,  
24 he or she.

1  
2 COUNCIL MEMBER RICHARDS: And then the  
3 last question I had in particular, and I know my  
4 Deputy Inspector just was promoted or left and you  
5 know, often times we may get someone who we entrust  
6 and he was someone we certainly entrusted and worked  
7 with very closely in the 101 in particular, and then  
8 we got--we have a new Deputy Inspector which was  
9 promoted I think today. So we're very happy about  
10 him and it seems like he's a great guy. But we often  
11 get this in the Rockaways, and I'm wondering if it's  
12 the same in other precincts I can't speak for, but  
13 what is the policy on people being transferred,  
14 especially after the community builds trust with  
15 these people. And then, you know, for them to be  
16 transferred or whatever. We often get this--I mean,  
17 I can count on my fingers, you know, how many times  
18 this has happened in particular in the Rockaways.  
19 So, there's some policy that you guys are thinking of  
20 where a Deputy Inspector may serve a particular  
21 amount of time or officers? And I know it gets tricky  
22 because you may have to transfer people in  
23 particular, but I'm wondering if there's going to be  
24 any policy that you guys think of moving forward.

1  
2           TERENCE MONAHAN: We're a very large and  
3 dynamic organization.

4           COUNCIL MEMBER RICHARDS: Say that again.

5           TERENCE MONAHAN: I said we are a very  
6 large and dynamic organization.

7           COUNCIL MEMBER RICHARDS: I agree.

8           TERENCE MONAHAN: And there's movement all  
9 over the place, and once you've proven yourself in  
10 one location as the needs of the Department expand,  
11 we do have to move people around. We try to keep  
12 guys in command, guys or girls in command for as long  
13 as possible, but for the needs of the Department,  
14 there are times we're going to have to move people.

15           COUNCIL MEMBER RICHARDS: But I do want to  
16 say that, you know, it--as we build trust with people  
17 it's important to keep them in place, and you know,  
18 in particular for the community because--and I'm not  
19 going to go on and on for another 20 minutes on this,  
20 but the community felt even as this guy was replaced,  
21 it was someone we built trust with, someone who we  
22 can, you know, report crimes to quietly and he would  
23 look into in an efficient manner. So I'm hoping that  
24 as communities build trust particularly even with the  
25 new sects that are being put in place that there

1  
2 won't be replacements every month or every two months  
3 or every year, especially after the community builds  
4 trust.

5           TERENCE MONAHAN: We try to keep  
6 commanders in place for at least a few years before  
7 we move them.

8           COUNCIL MEMBER RICHARDS: Alrighty [sic].  
9 I'm hoping to one day look forward to the  
10 conversation where we're not piloting community  
11 policing any longer and that it's a full service  
12 program that all communities have in New York City,  
13 but I appreciate it being in the Rockaways, and thank  
14 you, thank you, thank you, thank you. We look  
15 forward to working with you guys and sitting down to  
16 meet to discuss the particulars. Thank you,  
17 Chairwoman.

18           CHAIRPERSON GIBSON: Thank you, Council  
19 Member Richards. We've been joined by Council Member  
20 Ritchie Torres, and next we'll hear from Council  
21 Member Williams.

22           COUNCIL MEMBER WILLIAMS: Thank you,  
23 Madam Chair for the second round. I ended my last  
24 round by saying, talking about, of course we're safer  
25 if we have military policing, but then of course,

1 there's another danger, because I don't if we're safe  
2 from the people who are policing. So, with that, in  
3 that vein, I always believe--my belief is the way  
4 we've been doing Broken Windows is not really  
5 compatible with what we're promoting here today. So,  
6 you said it's to address lower level crimes and  
7 promotes order, which I don't have--quality of life  
8 crimes, which is not where I have must disagreement.  
9 Even if I do, my major thing is that it doesn't have  
10 to be NYPD that addresses those things, and I also  
11 believe if we address some of the other social issues  
12 we'll do much more to deal with order and higher  
13 crime and the lower level crime. So, my issue has to  
14 do with what exactly are we going to be measuring.  
15 And I also believe if we focus on those other social  
16 things, we need police less to address them. So even  
17 though police have to be there for law enforcement,  
18 if we address obviously income, jobs and better  
19 housing, all the things we know, better education,  
20 then we need law enforcement less and less, although  
21 I believe we'll usually need them. So, in measuring,  
22 I wanted to know what we're measuring, and  
23 particularly equity is a problem when we're dealing  
24 with black and brown folks. It's usually who gets the  
25

1  
2 brunt of everything, from lack of services to the  
3 over policing. So, are we measuring complaints of  
4 aggressive use of force? Are we measuring  
5 accountability in terms of other than arrests?  
6 Because I find like if we focus just on arrests then  
7 we're pushing for arrests. So are we focusing on  
8 accountability of officer's actions? Just really  
9 wanted to know what it is that we're measuring  
10 besides arrests, because crime is going to go like  
11 this, unfortunately. People don't want to believe  
12 it, but the more we try to go down to zero, the more  
13 I believe we're violating people's civil rights. So,  
14 I want to know if we're measuring things other than  
15 arrests on the success of what you said today. And  
16 are the different programs in the pilots that you  
17 discussed, is that the philosophy change? Is a  
18 change happening? I'm confused on what the pilot  
19 program is in different places. Are you going to use  
20 them in different places and then spread it out and  
21 then we have community policing? Are you adopting  
22 community policing now and this is just outlets [sic]  
23 of it? What's happening here?

24 SUSAN HERMAN: We're looking at outcomes  
25 more than we're looking at activity, and we continue

1 to do that in Com-stat, in the way commanders talk to  
2 their officers at the precinct level, at the bureau  
3 level. We're looking at whether conditions that are  
4 problematic are being addressed and we'll continue to  
5 do that. We'll continue to reinforce that.

6 Commissioner Bratton has stressed that from the very  
7 beginning of his tenure as Police Commissioner, he's  
8 not interested in numbers. He's interested in

9 outcomes, and some of those outcomes are levels of  
10 crime. Some of those outcomes have to do with how  
11 the Police Department is viewed by members of the  
12 public. Are we seeing--is our trust level greater?

13 Are we seeing is there a degree of legitimacy that's  
14 gone up or gone down? A lot of it always has to do  
15 with how's crime, crime levels, not enforcement

16 levels, but crime levels. Second thing you asked

17 was, I believe, is do these pilots reflect a shift in  
18 philosophy? They reflect a new way of deploying

19 officers that certainly emphasizes community policing  
20 values, and it stresses a neighborhood accountability  
21 for officers and a relationship building between

22 officers and the neighborhoods that they're

23 patrolling. So, our hope is that with a--sorry. Our

24 hope is that by building relationships, closer  
25

1 relationships, and officers coming to understand more  
2 thoroughly what the real problems and conditions and  
3 desires are of the neighborhoods that they're  
4 policing, that you'll see conditions corrected and  
5 conditions addressed in a wider variety of ways.  
6

7 COUNCIL MEMBER WILLIAMS: Thank you.

8 Madam Chair, I'm hoping--I know we don't have time,  
9 but I would love to know how and when exactly the  
10 other agencies are engaged and what access our  
11 officers have to them. My last question is, I asked  
12 about the organizations that have been engaged, and  
13 so there's a few I wanted to ask specifically about.  
14 They usually have been at odds, I guess, with the  
15 administration and NYPD, but I believe they have been  
16 very thoughtful and done a lot work on this, and much  
17 as they hit the streets they also do research. And  
18 so, Communities United for Police Reform, the Justice  
19 League, Police Reform Organizing Project, have any of  
20 those three been engaged and are involved in  
21 developing the program that you have?

22 SUSAN HERMAN: I've met with all those  
23 organizations at one time or another, some several  
24 times, and we've worked on a number of initiatives  
25 together.

1  
2 COUNCIL MEMBER WILLIAMS: Would they feel  
3 they've been engaged in developing?

4 SUSAN HERMAN: I think they have to speak  
5 for themselves. I think they've been engaged.  
6 They've brought particular issues to my attention and  
7 to others' attention and we've addressed several of  
8 them to the extent we could.

9 COUNCIL MEMBER WILLIAMS: Thank you all  
10 for the work that you're doing. I'm looking forward  
11 to having this be a successful and more pervasive  
12 throughout the NYPD. Thank you.

13 CHAIRPERSON GIBSON: Thank you very much.  
14 So my last remark is just to really thank you for  
15 being here, and certainly you have our support that  
16 we're going to keep having conversations, and in  
17 addition to the Mayor's Office of Criminal Justice,  
18 the NYPD, the Housing Authority, Department of Ed,  
19 Department of Health, DOE is here, DYCD, the Mayor's  
20 Office of Combat Domestic violence, these are all the  
21 entities that have already been working, DHS, ACS.  
22 So I appreciate it and I want to assure you that we  
23 will keep having these conversations. And also for  
24 the record, my finance hat, I want to make sure that  
25 we do follow up because we've invested 210 million

1 dollars for the Mayor's Action Plan for Neighborhood  
2 Safety, 12 million towards the Anti-Gun Violence  
3 Initiative, and 130 million for the Mayor's Taskforce  
4 on Behavioral Health and Criminal Justice. So we  
5 want to make sure that we have things in place as  
6 well as the three day extensive training you talked  
7 about, Commissioner, the 28 million dollars. There  
8 is other training that you talked about that's also  
9 coming about and coming offline. I want to make sure  
10 we have conversations. My colleague, Finance Chair  
11 Council Member Julissa Ferreras will want to know,  
12 you know, those dollars in terms of man power,  
13 academy staff, etcetera. So I want to make sure I go  
14 on the record and say that we do want to have follow  
15 up on that, okay? Thank you so much again for being  
16 here, and--thank you again. I appreciate it. And  
17 we're going to call our next panel. Thank you very  
18 much. Our next panel is Tracie Keesee from John Jay  
19 College of Criminal Justice and Professor Greg Umbach  
20 also from John Jay College City University of New  
21 York. Please come forward. And also on the panel we  
22 have Doctor Delores Jones-Brown, Professor of  
23 Department of Law, Science and Criminal Justice at  
24 John Jay College of Criminal Justice as well. Thank  
25

1  
2 you all for being here. I appreciate your presence  
3 today and you may begin.

4           FRITZ UMBACH: Thank you, Madam Chair,  
5 Council Members for having us. Good afternoon. I'm  
6 Professor Fritz Umbach from John Jay College as  
7 Criminal Justice, and as a scholar, I specialize in  
8 the history of community policing efforts in New York  
9 City, and there have been money. It's not exactly an  
10 untried strategy, and I've been asked today to  
11 briefly describe the origin of community policing,  
12 but far more importantly to describe in broad brush  
13 strokes the ways in which past community policing  
14 initiatives have stumbled, failing to live up to the  
15 promise of community policing. My goal here today is  
16 to guard against the policy amnesia that criminal  
17 justice systems often suffer from. So very quickly,  
18 it's perhaps easiest to understand community policing  
19 by knowing how and why it emerged. Community  
20 policing aims to set right the policy blunders of  
21 past decades that magnify the social distance between  
22 officers and public. So, for example, what has been  
23 called 911 policing where officers spend most of  
24 their tours in squad cars put a half ton of steel  
25 between cops and the communities they pledge to

1  
2 serve, and responding to such emergency calls often  
3 had the ironic effect of leaving both the police and  
4 the citizens less trusting of each other. 911  
5 ushered the police into the intimate sites of  
6 personal disputes and family troubles, and so  
7 officers often interacted largely only with the lives  
8 gripped by crisis or criminality, while losing  
9 contact with the work-a-day world of stable  
10 households and sturdy wage owners. Not surprisingly,  
11 officers and civilians perceptions of each other  
12 suffered. At the same time, police departments  
13 frequently pursued a narrow crime fighting mission  
14 that assumed making arrests under the criminal law  
15 best serve their goals. Top brass too often measured  
16 success by tallying up arrests and officers were  
17 quick to respond by making more callers. But it  
18 quickly became obvious that although the criminal law  
19 could authorize an arrest, it could not negotiate  
20 conflicts or maintain order. Those goals required  
21 the backing of neighborhoods, but such legitimacy was  
22 hard to win if all officers did was swoop in from  
23 elsewhere and take out their handcuffs. Moreover,  
24 observers of the daily routine of cops saw that  
25 responding to citizen's calls for services actually

1  
2 ate up police resources, leaving officers with  
3 neither the inclination or the time to prevent or  
4 reduce community problems. Escaping that tangle  
5 would require recognizing that the unit of police  
6 work should be the problem, not the incident. But  
7 knowing where the problems were and how to fix them  
8 in turn required talking to and working with the  
9 community. And so was born the idea of community  
10 policing. The community could be the well spring for  
11 police legitimacy that had been battered by  
12 aggressive tactics, and the community could be the  
13 eyes on the street that would help the police  
14 identify and cure conditions that contributed to  
15 crime. But four decades of thousands of community  
16 policing programs nationwide has taught us some very  
17 real and sobering lessons about the strategy. It is  
18 no silver bullet, and it suffers from the weaknesses  
19 of its strengths. While we know who the police are  
20 in the phrase "community policing," who the community  
21 is isn't so obvious. Who gets to speak for or define  
22 a neighborhood? Beats don't elect leaders, and when  
23 they do, say with tenant leadership and public  
24 housing, they often call for a style of law  
25 enforcement that can unsettle civil libertarians.

1  
2 And self-appointed community voices often have their  
3 own agendas. Community policing is also notoriously  
4 hard to manage or measure, and since police  
5 departments can't easily measure it, they have a hard  
6 time rewarding it. From the perspective of a beat  
7 cop, community policing can be a career killer.  
8 Moreover, it's been difficult for community policing  
9 to take hold in certain communities where folks don't  
10 actually want the police to know much about their  
11 lives. So neighborhoods with large numbers of  
12 undocumented immigrants or active grey or black  
13 markets have frequently resisted community policing.  
14 And as San Diego has discovered, community policing  
15 even at its best is far better at solving small scale  
16 problems, issues at one address or one intersection,  
17 than it is at achieving large policy goals like  
18 getting guns off the streets. None of this means  
19 community policing of some flavor isn't the right way  
20 to go, but it can solve only some of our problems  
21 only some of the time. Thank you very much.

22 CHAIRPERSON GIBSON: Thank you very much.

23 DELORES JONES-BROWN: Good afternoon,  
24 Council Members. Thank you for having me. I'm Doctor  
25 Delores Jones-Brown from the John Jay College of

1 Criminal Justice, and I'm in the Department of Law,  
2 Police Science and Criminal Justice Administration.

3 Over time, many different types of policing  
4 strategies have been labeled community policing.

5 Based on the available research, I believe that the  
6 neighborhood policing approach holds the greatest  
7 promise for the future of policing in New York City.

8 Research shows that this approach has been used to  
9 effectively address crime, disorder or what the  
10 Deputy Commissioner referred to as quality of life

11 issues and fear of crime while simultaneously  
12 improving police community relations, officer  
13 attitudes and officer behavior. You see our data

14 confirms that crime in New York City began its  
15 initial decline under a community policing strategy  
16 known as CPOP or the Community Patrol Officer

17 Program. Regardless of the size of the city,  
18 neighborhoods with highest rates of street crime tend  
19 to be impoverished, socially isolated and populated

20 by residents with minimal access to quality education  
21 or legitimate employment. Such neighborhoods also  
22 tend to be heavily populated by racial and ethnic

23 minorities or people of color. None the less, I  
24 heard someone say earlier in these hearings, a  
25

1 minority of such residents engage in serious crime,  
2 identifying and controlling that minority while  
3 protecting serving and respecting the constitutional  
4 rights of all, including the criminally involved, has  
5 become the biggest policing challenge in this city.  
6  
7 Between 1991 and 2010, the city of San Diego enjoyed  
8 substantial reductions in violent crime and sustained  
9 those reductions without resorting to arrest based  
10 policing like Broken Windows or the aggressive use of  
11 Stop and Frisk. The crime decline in San Diego  
12 exceeded that of other major cities including New  
13 York. For example, between 1991 and 1998 when New  
14 York City's homicide rate declined by 70.6 percent,  
15 the homicide rate in San Diego declined by 76.4  
16 percent. When New York City's robbery rate declined  
17 by 60.1 percent, the robbery rate in San Diego  
18 declined by 62.6 percent. After the 1990's, crime  
19 has continued to decline in San Diego and New York  
20 but in San Diego, the decline has been 27 percent  
21 while in New York it's been 19 percent. By using  
22 neighborhood policing, the San Diego Police  
23 Department managed to keep crime low without  
24 increasing the number of arrests, without  
25 substantially increasing the number of sworn officers

1 and without increasing the volume of citizen  
2 complaints. What San Diego has identified as  
3 neighborhood policing is a form of community policing  
4 that incorporates a problem solving or problem  
5 oriented approach. Problem oriented policing, or  
6 POP, has been identified as one of the strongest  
7 evidence based policing approaches. It allows police  
8 departments to tailor policing service and  
9 enforcement techniques to the unique needs of  
10 distinct neighborhoods. Its strength lies in  
11 utilizing the voices of neighborhood residents in  
12 both identifying crime problems and making decisions  
13 about how best to address such problems once they  
14 have been jointly identified. Neighborhood policing  
15 acknowledges the role that community members can play  
16 in producing their own public safety and values the  
17 input that different neighborhood residents provide,  
18 not just those who are business owners or property  
19 owners or church goers or those who are employed.  
20 Under neighborhood policing, neighborhood residents  
21 are coproducers of public safety within their  
22 community, not merely the recipients of decisions  
23 made by a police agency. Neighborhood policing  
24 involves the coproduction of public safety through a  
25

1  
2 number of activities, and I'll ask you to refer to my  
3 comments for all of them, but I want to point out a  
4 few of them, creating police and community problem  
5 solving partnerships, police working with residents  
6 to address crime and disorder problems, supporting  
7 neighborhood watch citizen patrols as problem  
8 identifiers, reporters and crime preventers, and the  
9 use of civil remedies and building code enforcement  
10 to abate nuisances such as drug houses or other  
11 property used for illegal activity. Because  
12 neighborhood policing is not wedded to beliefs about  
13 the crime reduction capabilities of a particular  
14 policing tactic or technique, it leaves room for the  
15 utilization of different approaches to address  
16 different crime related problems and the simultaneous  
17 utilization and crediting of multiple approaches  
18 including community based efforts. San Diego  
19 neighborhood police model includes some aspects of  
20 each of the following six policing approaches that  
21 have been identified as effective crime reduction  
22 strategies through extensive evaluation research,  
23 problem oriented policing, hot spots policing,  
24 focused deterrents, street workers, crime prevention  
25 through environmental design, and procedural justice.

1  
2 Rather than being wedded to a particular tactic,  
3 neighborhood policing mandates that police and  
4 community work together to determine which approaches  
5 might be implemented in ways most feasible and  
6 tolerable to both police and community. Tailoring  
7 policing and other modes of public safety production  
8 to fit the needs, capabilities and competencies of  
9 policing community collaborative is extremely  
10 important by may require a trial and error process.  
11 Approaches that are highly thought of and which may  
12 demonstrate a high degree of success in one location  
13 may not be a good fit for another. Focused  
14 deterrents, also known as Boston's Cease Fire for  
15 example, has been credited with significant  
16 reductions in gun violence, gang violence, domestic  
17 violence, and drug crime in some locations, but was  
18 not found to be helpful in Newark, New Jersey, and  
19 could not garner the support from some communities in  
20 the United Kingdom. The use of street workers, a  
21 major component of the Cure Violence or Chicago Cease  
22 Fire approach has sometimes been criticized for  
23 inadequate training and supervision of workers, but  
24 the practice has been successfully implemented in New  
25 York recently. For example, recent studies conducted

1 by the John Jay College Research and Evaluation  
2 Center documented the existence of 25 programs in New  
3 York City that used this Cure Violence approach. The  
4 research revealed that for the period of 2010 to 2013  
5 homicides were down 18 percent in neighborhoods with  
6 Cure Violence programs and up 69 percent in  
7 neighborhoods without such programs. New York is  
8 composed of many different neighborhoods, not just  
9 areas defined by geographic space. It is important  
10 to move beyond seeing neighborhoods as high crime  
11 areas or areas with high calls for service to seem to  
12 miss [sic] places where people live and have a right  
13 to have a say in how they are policed and what they  
14 see as the problems that need addressing. Because  
15 they live in those spaces, residents have the  
16 greatest insights to the problems in some  
17 possibilities for solutions. With neighborhood  
18 residents at the center of police decision making  
19 under the neighborhood policing model, police  
20 legitimacy, transparency and accountability are an  
21 embedded part of the relationship. In addition to  
22 Sand Diego, neighborhood policing has been used in  
23 Seattle, Green Bay, Burbank, and in some parts of  
24 Illinois, Massachusetts, and other parts of the state  
25

1 of Washington. I'd like to end with some  
2 recommendations that I make regarding the  
3 implementation of the neighborhood policing approach.  
4 So, I would suggest that we mandate the piloting of  
5 neighborhood policing in a sample of neighborhoods  
6 that are currently identified as impact zones.  
7 Neighborhood policing can be tailored in such a way  
8 to be piloted in one or more precincts, then it could  
9 be evaluated, adjusted and expanded. The NYPD  
10 community liaisons and community meetings can be used  
11 as a means to gauge the interest of residents in  
12 becoming part of the pilots. In order to make this  
13 mandate effective, I suggest the commissioning of a  
14 how to manual and a consulting team. Many other  
15 police departments have used many community  
16 engagement techniques and have been successful in  
17 piloting and utilizing this kind of approach, and I  
18 do suggest that we work with them to figure out how  
19 best to do neighborhood policing in New York City.  
20 Also, each effort will need to be evaluated, and I  
21 think a missing piece of evaluation research for  
22 policing in New York City and urban areas is that we  
23 police people of color what the researches of  
24 primarily white males, and so I do encourage and ask  
25

1 that it be mandated that the evaluation efforts be  
2 run by researches of color. And the last point is  
3 that youth suffer the most on a current policing  
4 practice in New York and elsewhere, and so if the  
5 council would fund a series of youth led summits  
6 where the youth get to report back on policing has  
7 changed for the better under neighborhood policing,  
8 because the wellbeing of a city is gauged by the  
9 wellbeing of its youth. Thank you.

11 CHAIRPERSON GIBSON: Thank you very much.  
12 Thank you. I'm a fan of youth summits. I hold them  
13 myself, but I like the approach from the Council.  
14 Thank you.

15 TRACIE KEESEE: Good afternoon. I'm  
16 Doctor Tracie Keese. I'm the Project Director of the  
17 National Initiative for Building Community Trust and  
18 Justice, a Department of Justice partnership led by  
19 the National Network for Safe Communities at John Jay  
20 College. I'm also the Co-founder of the Center for  
21 Policing Equity, a research consortium that promotes  
22 police transparency and accountability by  
23 facilitating innovative research collaboration  
24 between law enforcement agencies and imperial social  
25 scientists. Nationally, law enforcement is re-

1  
2 examining its critical component of policing, the  
3 relationship between the police and the communities  
4 that they serve. Once again, police and community  
5 members find themselves back at the table in attempt  
6 to discover what it will take to create, nurture and  
7 sustain a trust based relationship and achieve their  
8 common goals of co-produced public safety. As my  
9 colleagues have so introduced to you, I'm going--you  
10 have my written response, but I'm going to actually  
11 move forward and talk a little bit about what  
12 nationally is happening across the law enforcement  
13 landscape, and you will find that a lot of these  
14 things are also incorporated into the first initial  
15 report from the President's 21<sup>st</sup> Century Taskforce.  
16 So, part of the national initiative piece is to  
17 select five pilot sites, or what we would consider to  
18 be five laboratories to being to work with police and  
19 community collaborations and identify what can be  
20 done about the disparities that we find happening in  
21 policing across the United States. So, before you,  
22 in my remarks, we're going to talk about something  
23 that my colleague, Delores Brown, just talked about  
24 and that's procedural justice. Procedural justice is  
25 a notion that articulates the perceived fairness of

1 law enforcement in the court system process. Rather  
2 than focusing on the fairness of the outcomes of  
3 various justice systems, procedural justice evaluated  
4 the public perception of how the outcome is received.  
5 In other words, even if an individual is sentenced  
6 for a crime, if the individual does not believe that  
7 the system has treated them fairly, they then lose  
8 trust in that system. So, what does this mean for  
9 policing? For procedural justice, we know that there  
10 is a tie with those in the community and how they  
11 perceive the trustworthiness of their law enforcement  
12 community. We know without the trust in procedural  
13 justice, there is no trust in the agency itself. So,  
14 we note that this is another area when we talk about  
15 the issues of community policing that has to be  
16 incorporated in how police go about doing not just  
17 their daily business, but their operational business  
18 as well. Implicit bias has been identified as a  
19 shift away from what we perceive as overt racism. It  
20 is a way to examine racial bias. It's a thought--what  
21 it does, it's individualized. So it is not something  
22 that is what we would see historically in regards to  
23 whether it was symbolic and we see nooses and we  
24 would see the KKK. Unconscious bias is something  
25

1 that happens with every person. It is a quick  
2 stereotypical association, and we know that these,  
3 the quick stereotypical associations occur strongest  
4 when we talk about black males and crime. And so we  
5 know by acknowledging this and working with law  
6 enforcement in these areas, we begin to focus our  
7 training efforts and focus how police being to  
8 respond to those communities that they serve as well.  
9 Reconciliation--earlier there were remarks made in  
10 regards to having conversations with community around  
11 the issues of reconciliation. According to John Jay  
12 College Professor David Kennedy, reconciliation is a  
13 method of facilitating frank engagements between  
14 minority communities, police and other authorities  
15 that allow them to address historical tensions,  
16 grievances and misconceptions and reset  
17 relationships. The resetting of these relationships  
18 and the discussion of the historical pieces that have  
19 been involving race and policing are key in this  
20 component to community policing and especially to  
21 rebuild and to reset that relationship between law  
22 enforcement and the community it serves. Technology  
23 is also going to play a part in increasing  
24 transparency as noted by recent calls by community  
25

1 members for mandated police video recording  
2 capabilities. By providing police officers  
3 particularly those on patrol with body cameras, many  
4 agencies are hoping the residents will more likely be  
5 more likely to accept that officers are carrying out  
6 their duties in a more fair and equitable fashion.  
7 However, as I testified earlier in front of the  
8 President's Taskforce on 21<sup>st</sup> Century Policing, the  
9 interpretation of the footage without the use of a  
10 cultural lens may serve to diminish the level of  
11 transparency body cameras may serve to provide.  
12 Finally, one of the issues that has been very, I  
13 think, vocal and loud in regards to national policing  
14 is this need for a national database, the need to  
15 collect data and to analyze this data in regards to  
16 arrests, use of force and pedestrian stops.  
17 Currently, there isn't a database that exists that  
18 can help us say how bad the problem truly is. And so  
19 what we hope to do through the national initiative as  
20 well is to talk about the database, and the database  
21 itself will provide an opportunity to analyze really  
22 ultimately hopefully correct racial disparities where  
23 they can be found especially during the traffic  
24 stops, pedestrian stops and use of force scenarios.  
25

1  
2 The National Database Project reveals to us the  
3 importance of interoperability and records management  
4 systems within and across departments in order to  
5 maximize the departments' ability to conduct, excuse  
6 me, the most useful data analysis. The database will  
7 serve as the largest and the most comprehensive  
8 dataset of racial equity information and law  
9 enforcement. So, I think that for my colleagues as  
10 well as myself, I know that it's been almost 50 years  
11 since the President Commission on Law Enforcement in  
12 1967 really began to identify some of these issues  
13 that are prevalent and current today, but we must now  
14 learn from the past while placing our focus on new  
15 possibilities for policing, public safety, and most  
16 important the police community relationship. Thank  
17 you.

18 CHAIRPERSON GIBSON: Thank you very much.  
19 So, we have lots of questions, my colleague and I,  
20 but we are on a time constraint, and this chambers  
21 will be used for another committee. So, the  
22 Committee on Public Safety, our hearing is continuing  
23 next door in the Community Room, so we're just going  
24 to take a couple of minutes to just transition. So,  
25 I'd ask that anyone who's here for Public Safety,

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please do not leave. The hearing will continue next door in the Committee Room here at the Chambers. So thank you so much, and we're going to move over. We haven't dismissed you yet. No, you'll come over. Okay, thank you, professors, thank you.

SERGEANT AT ARMS: We ask for your cooperation. Please exit through the side door and then come in through that door directly next to it. Please the front two rows for the administration on the right hand side, on the left hand side for press.

[Please combine with part 2 of 2 Public Safety Committee meeting March 3, 2015]

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 March 13, 2015