

CITY COUNCIL  
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON PUBLIC SAFETY

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HELD AT: Council Chambers - City Hall

B E F O R E: Donovan J. Richards  
Chairperson

COUNCIL MEMBERS: Justin L. Brannan  
Fernando Cabrera  
Andrew Cohen  
Chaim M. Deutsch  
Vanessa L. Gibson  
Rory I. Lancman  
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Keith Powers  
Ydanis A. Rodriguez  
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Jumaane D. Williams

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

Rodney Harrison  
NYPD Chief of Patrol

Oleg Chernyavsky  
Executive Director of Legislative Affairs at the  
NYPD

Raymond Porteus  
Commanding Officer of Special Operations  
District Transit Bureau at NYPD

Lavonda Wise  
NYPD School Safety Division

Roberto Cabanas  
Urban Youth Collaboration

Priscilla Grimm [sp?]



1  
2 CHAIRPERSON RICHARDS: Good morning. I  
3 am Council Member Donovan Richards of the 31<sup>st</sup>  
4 District in Queens and the Chair of the Committee on  
5 Public Safety. Thank you for joining us today. I  
6 want to thank the members of the Public Safety  
7 Committee who are here, Council Members Lancman,  
8 Vallone, Cabrera, and Powers. I want to make  
9 something perfectly clear before I begin, I am fully  
10 supportive of the NYPD's development and expansion of  
11 a Citywide Neighborhood Coordination Officer Program.  
12 My role here is to conduct oversight, and sometimes  
13 that does mean asking tough questions. Today, I do  
14 have some questions, but for the most part, I want  
15 the Police Department to have an opportunity to share  
16 with the City what makes a Neighborhood Policing  
17 model better than traditional forms of policing that  
18 we have seen here in this city. I don't think it's  
19 any secret that I think the strategy of the past,  
20 "Broken Windows" policing and the NYPD's overuse of  
21 "Stop, Question, and Frisk" have had no benefit for  
22 public safety, but have endangered a lot of mistrust  
23 of the Department from some of our most vulnerable  
24 communities. That's why I think what Commissioner  
25 O'Neill is doing with the NCO program is the right

1 way forward. Expand the number of officers whose  
2 jobs it is to build relationships in the community so  
3 that they know what the problems are, who they can go  
4 to when they need help solving a problem, and  
5 thinking outside the box in terms of preventing  
6 problems before they escalate to where arrests and  
7 enforcement are the only options. In my district,  
8 the NCOs from the 100<sup>th</sup> precinct did amazing work in  
9 helping to set up a gate outside our local park so  
10 that people couldn't get in at night to drink or use  
11 or sell drugs or cause problems. I also have a great  
12 story over the weekend of some NCOs who helped a  
13 senior who unfortunately had bank fraud happen to her  
14 and was pushed away and told to walk home. She was  
15 in her 90s and an NCO officer was at home with his  
16 kids and got a call from a community leader and  
17 helped to resolve that issue. So, I want to give  
18 credit to the 105<sup>th</sup> precinct and all the precincts in  
19 my district and the NCOs officers who really do go  
20 out of their way to work, and that was a sign of  
21 commitment. I think his name was Officer Roberts.  
22 So I want to commend him. I give them all of the  
23 credit for taking the initiative and getting the job  
24 done, and that might not seem like police work for  
25

1  
2 some people, but it absolutely is. They took  
3 proactive steps to eliminate an unsafe situation, and  
4 my community is better for it. If more people could  
5 see the NCOs in my district in action, I think they  
6 would really appreciate a lot more about how much the  
7 Police Department does. The questions that I do have  
8 are really about the definition of neighborhood  
9 policing. When I look at the NYPD webpage describing  
10 the NCO program, I see videos that are really about  
11 crime investigation and arresting suspects. If you  
12 look right now at neighborhood policing hashtag,  
13 #neighborhoodpolicing, many of the posts are exactly  
14 what I want to see. For example, there is a  
15 wonderful story about two NCOs changing their working  
16 hours so that they can be at their local mosque at  
17 the end of prayers and make sure everyone gets home  
18 safe at their local mosque in the neighborhood. That  
19 is fantastic. But others are about counterfeit goods  
20 busts and interviewing witnesses and gathering  
21 evidence. That's all fine, but is it what we want  
22 our NCOs doing. I also recall seeing a video from  
23 the summer of one NCO responds to a noise complaint  
24 and ends up using a choke-hold and eventually a taser  
25 when there really was no need to even make an arrest.

1  
2 De-escalation is the word. That concerns me. Those  
3 kinds of officers should not be NCOs, and those kinds  
4 of tactics should not be associated with a program  
5 that's supposed to be about building trust. I'm  
6 keeping an open mind here, and once again, I do  
7 support everything I've heard from the Police  
8 Department in terms of the NCO program, but I just  
9 want to make sure we're not putting a new name on the  
10 same tactics. I'm looking forward to hearing how  
11 that's not the case. That being said, thank you for  
12 being here. Any other colleagues join us? Council  
13 Member Rodriguez joined us, and now we will hear from  
14 our first panel which is Chief Harrison and Executive  
15 Director Oleg. I don't know why I needed to read  
16 your name. You may begin.

17 COMMITTEE COUNSEL: Do you swear to tell  
18 the truth, the whole truth and nothing but the truth  
19 and answer all questions the best of your ability?

20 UNIDENTIFIED: I do.

21 CHIEF HARRISON: So, good afternoon,  
22 Chair Richards and the members of the Council. I am  
23 Chief Rodney Harrison, Chief of Patrol of the New  
24 York City Police Department. I am joined here today  
25 with Oleg Chernyavksy-- I'm not sure if I messed that

1  
2 up or not-- the Department Executive Director of  
3 Legislation Affairs. On behalf of the Police  
4 Commissioner, James P. O'Neill we are pleased to  
5 testify before your committee about neighborhood  
6 policing. What first began as a pilot in the spring  
7 of 2015 in the 33<sup>rd</sup>, 34<sup>th</sup>, which is in Washington  
8 Heights, 100 and 101, which is in the Rockaway  
9 precincts, today our guiding philosophy implemented  
10 in every precinct and housing police service area and  
11 six transit bureau districts, with the remaining six  
12 districts scheduled to come online by the end of  
13 2019. In addition this year, the Safety Division  
14 began a pilot that integrates the neighborhood  
15 policing into our schools through are newly-created  
16 School Coordination Agents. To be clear, neighborhood  
17 policing is more than shaking hands and engaging  
18 neighborhood residents and friendly conversation. It  
19 is a comprehensive crime-fighting strategy built on  
20 improved communication and collaboration between  
21 police and the communities we serve aimed at reducing  
22 crime, promoting safety, mutual respect, and solving  
23 problems collaboratively with the recognition that  
24 enforcement is not always the answer. Neighborhood  
25 policing divides precincts into geographical areas

1  
2 called "sectors" which corresponds to neighborhood  
3 boundaries and staffs them with officers who patrol  
4 almost exclusively within their assigned sector.

5 There are generally about four or five sectors in  
6 each precinct. By working daily in the same sector,  
7 sector cops become intimately familiar with residents  
8 and business owners as well as unique conditions in  
9 each such area. But more importantly and what makes  
10 neighborhood policing different from prior attempts  
11 at community engagement or community policing is the  
12 engaging. The community is at the core of an  
13 officer's duties. Unlike ever before, our staffing  
14 plan ensures that sector cops are not spending their  
15 entire tour listening to their radio and running from  
16 one 911 job to the next. Instead, we ensure that a  
17 third of the officer's tour is spent off the radio.

18 Meaning, at least a third of each tour is spent  
19 engaging the community, problem-solving, building  
20 trust and improving quality of life in this city  
21 through a holistic approach to policing. Key to the  
22 success of neighborhood policing is the Neighborhood  
23 Coordination Officer. We call them the NCOs. Each  
24 sector team includes two officers designated as NCOs.

25 While applying to be an NCO is voluntary, those

1  
2 applying must demonstrate that they are not only  
3 stellar crime fighters, but also that they possess  
4 the skills and the temperament necessary to promote  
5 ongoing collaboration and engagement with  
6 communities. Officers that demonstrate such  
7 characteristics are hand-picked by the commanding  
8 officers to the NCOs. Structurally, NCOs report to  
9 the NCO Sergeants who in turn reports directly to the  
10 Commanding Officer. The NCOs serve as liaisons  
11 between the police and the community and also as key  
12 crime fighters and problem solvers in the sector.  
13 They spend time familiarizing themselves with the  
14 community to better respond to neighborhood-specific  
15 crimes and conditions. The NCOs attend community  
16 meetings with the neighborhood residents' leaders and  
17 clergy, visit schools, and follow up on incidents  
18 occurring within their sector. As a part of their  
19 community outreach function, NCOs run "Build the  
20 Block" meetings. These public forums are designed as  
21 working strategy sessions with community members who  
22 raise issues, problems, and complaints and  
23 collaborate with the police in devising solutions.  
24 NCOs receive specialized training focused on  
25 providing them with a variety of skills they can

1 employ in their work. As part of this initial  
2 transition to becoming an NCO, officers receive four  
3 weeks of training. This includes a five-day NCO-  
4 specific training course which covers topics such as:  
5 community relations, public speaking, domestic  
6 violence and child abuse, interagency and inter-  
7 department collaboration, crime prevention and  
8 intelligence gathering. They then attend a four-day  
9 course on mediation and conflict resolution offered  
10 by the New York Peace Institute, and a two-week  
11 criminal investigations course that all detectives  
12 are required to complete. Because NCOs receive the  
13 same criminal investigation training as detectives,  
14 they are able to function as adjuncts to the precinct  
15 detective squads responding swiftly to incidents and  
16 developing leads and gathering evidence that may have  
17 been lost or contaminated under the old model of  
18 specialized units and officers solely devoted to  
19 responding to radio calls. Recently, all NCOs  
20 receive two days of training that focus specifically  
21 on outreach to the over population in New York. This  
22 broad spectrum of training enables NCOs to use  
23 creative approaches, techniques, and adaptive skills  
24 to solve problems both collaboratively with residents  
25

1  
2 and via the use of resources within the outside the  
3 NYPD to address issues in the communities where they  
4 serve. As you may have noticed, neighborhood  
5 policing is a bottom-up approach where day-to-day  
6 community engagement and problem solving is led by  
7 officers, not supervisors. While it is true that  
8 neighborhood policing builds trust between  
9 communities and police, it is likewise true that  
10 neighborhood policing cannot work unless we as  
11 Department executives trust our officers. That is  
12 why we have committed to providing our officers with  
13 the training, technology and tools they need to  
14 successfully perform their duties, and affording them  
15 the latitude to make decisions and solve problems.  
16 Their success is not measured by the number of  
17 summonses or arrests they make, but rather by the  
18 impact their performance has on making New York City  
19 Residents' lives better and our city safer. The  
20 ideas behind neighborhood policing are universal and  
21 apply to any area of policing where community  
22 interaction is vital. Some may wonder how we apply  
23 the principles of neighborhood policing to something  
24 as literally transient as a subway system, but  
25 transit cops see the same faces every morning and

1 evening and build the same kind of relationship with  
2 citizens on the ground as their precinct counterparts  
3 do above ground. We see the benefits of neighborhood  
4 policing every day. Last January, an off-duty NCO in  
5 the 52<sup>nd</sup> precinct received a tip from a local  
6 landlords on his Department-issued cell phone. A  
7 tenant in his building had been assaulted but was too  
8 afraid to come forward. The NCO and the other 52<sup>nd</sup>  
9 Precinct NCOs responds and were able to interview the  
10 victim leading to the arrest of a violent sexual  
11 predator. Last February, NCOs and the "fill the  
12 closures" officers in the ninth precinct worked to  
13 get to break up drug ring after a concerned community  
14 members. After a concerned community member  
15 attended, a community member-- a community meeting,  
16 excuse me-- and told them about drug cells on his  
17 blocks. These are the very types of community  
18 relationships and partnerships that we strive to  
19 build and are the foundation of neighborhood  
20 policing. But our success is not just limited to  
21 crime fighting. In the 23<sup>rd</sup> precinct, NCOs received  
22 a report of a vacant lot next to a school that was  
23 littered with discarded hypodermic needles. NCOs  
24 working with the School Safety Division and the Parks  
25

1 Department ensured that the lot was cleaned up and  
2 the school children were taken out of harm's way. I  
3 could spend the next several hours pointing to  
4 examples similar to the ones I just described which  
5 demonstrates the effectiveness of neighborhood  
6 policing, and I can relay the numerous conversations  
7 I have had with both officers and community alike who  
8 recount the ways neighborhood policing has changed  
9 neighborhoods for the better. However, anecdotal  
10 evidence only goes so far, and the NYPD is an  
11 organization that is committed to using proven  
12 strategies that work to drive down crime and increase  
13 trust and respect. To that end, the NYPD has  
14 commissioned a study to be performed by a respective  
15 outside research firm to tell us whether neighborhood  
16 policing reducing crime, increases respect and trust  
17 between police and the community and approves  
18 collaborative problem-solving. This two-year  
19 assessment will be objective, rigorous, credible, and  
20 most importantly, independent we look forward to  
21 sharing those results with you as they become  
22 available. As Commissioner O'Neill has repeatedly  
23 said, neighborhood policing is not merely a program  
24 or initiative. It is not just a few cops in some

1 parts of the City trying to be nicer to people. It is  
2 an overarching philosophy intended to reshape our  
3 approach to filling our core mission. Neighborhood  
4 policing affects a cultural change of the whole  
5 Department, for every cop e, every surveillance  
6 employee, every bureau, division, and unit, and for  
7 everyone who lives, works, and enjoys New York City.  
8 It is about each of us sharing responsibility for  
9 public safety by working together. Thank you for  
10 inviting us to testify today, and we are now happy to  
11 answer any questions that you may have.

12  
13 CHAIRPERSON RICHARDS: Okay, we're also  
14 joined by Council Member Gibson. So, I'd just like  
15 to take a few minutes to get an update on a couple of  
16 troubling events that have happened over the last few  
17 days. So let me start off with is the NYPD  
18 investigating the incident where the woman giving  
19 birth in the Bronx was kept in handcuffs while going  
20 into labor back in February?

21 CHIEF HARRISON: That case is still under  
22 investigation. I'm unfortunately going to have to  
23 get back to you regarding that, Mr. Chair.

24 CHAIRPERSON RICHARDS: Okay. And then I  
25 know-- I know this is against state law, but I wanted

1  
2 to hear the NYPD's protocol for cases like this. So,  
3 Oleg, if you could go into that.

4 EXECUTIVE DIRECTOR CHERNYAVSKY: If you  
5 can-- I apologize. That particular case is the  
6 subject of ongoing litigation, so if we can we'll  
7 share the Patrol Guide procedure with you after the  
8 hearing, but we refrain from commenting at this time.

9 CHAIRPERSON RICHARDS: Okay. But you do  
10 agree it's against state law?

11 EXECUTIVE DIRECTOR CHERNYAVSKY: We'll  
12 provide the procedure to you.

13 CHAIRPERSON RICHARDS: Okay. And is  
14 there an investigation into the conduct of the  
15 officers involved in the incident where a mother's  
16 child was ripped from her arms at the SNAP office  
17 this past weekend?

18 EXECUTIVE DIRECTOR CHERNYAVSKY: There is  
19 an investigation ongoing at this time. It's still in  
20 its preliminary phases, but we will get back to you  
21 regarding the results of the investigation.

22 CHAIRPERSON RICHARDS: And one of the  
23 reasons I wanted to bring that up is considering the  
24 topic we're speaking on today on the Neighborhood  
25 Coordinating Officers whose approach is primarily to

1  
2 be problem-solvers as opposed to using the  
3 traditional approach of force and manpower. You  
4 know, I would hope that NCOs would have responded to  
5 an incident like this. Were any of these officers  
6 NCOs?

7 EXECUTIVE DIRECTOR CHERNYAVSKY: No, they  
8 were officers assigned to the 84<sup>th</sup> precinct. They  
9 were assigned as response officers.

10 CHAIRPERSON RICHARDS: Okay. And so in a  
11 case like that, I would have hoped that NCOs would  
12 have responded to an incident like this. Would you  
13 agree? And I'm just interested in hearing a little  
14 bit more on, I guess, the coordination between city  
15 agencies. So, on a case like that, it would have  
16 been great if the NCOs obviously had a relationship  
17 with that particular office and they would have got  
18 the call. So, that gets into the question around  
19 outreach and metrics and how do we measure the  
20 success of this program, but I'm at least happy to  
21 know that they weren't NCO officers who, you know,  
22 would be charged with knowing the neighborhood a  
23 little bit. So, we look forward to hearing a little  
24 bit more about this following these investigations,  
25 but I think that this gets to the cusp of what we're

1  
2 doing today. So, let's speak about the NCO program  
3 for a second. How does the Department make  
4 determinations of who is assigned as an NCO?

5 CHIEF HARRISON: Mr. Chair, the  
6 Commanding Officer will put out a-- pretty much a job  
7 interview request for anybody that's looking to be a  
8 Neighborhood Coordination Officer. So, it's a  
9 voluntary choice. Anybody that does request to be a  
10 Neighborhood Coordination Officer, then the  
11 Commanding Officer will choose the individual that is  
12 the right fit, somebody that's hard-working, somebody  
13 that's willing to put their best foot forward to work  
14 with the community that they're there to serve. We  
15 want to make sure that the NCOs are well-rounded. I  
16 use a phrase all the time, "NCOs are utility cops."  
17 They can-- we want them to make sure that they're  
18 solving problems within their sector that they have  
19 ownership in. We want to make sure that they're  
20 building relationships, but we also want to make sure  
21 that they're taking care of the conditions that are  
22 going on with their sector. So that NCO is a very,  
23 very valuable officer to a localized police because  
24 they're the ones that are intimate with the  
25 stakeholders within an area and we work hand-in-hand

1  
2 with the residents to make sure that we find a way to  
3 take care of any issues that come up in that sector.

4 CHAIRPERSON RICHARDS: So, he-- so I  
5 heard you say it's voluntary. Can you go into what  
6 the cri-- are there specific criteria that an  
7 inspector would look for or a captain would look for  
8 to select these officers, or is this just "Hey, I  
9 know this guy, he's been-- or woman. They're great  
10 people, so I think they'll make a great NCO." Or is  
11 there a specific criteria that the NYPD provides?

12 CHIEF HARRISON: Well, first and  
13 foremost, they should have some time within the  
14 Police Department. So, we want our Neighborhood  
15 Coordination Officers at least be on probation, maybe  
16 have preferably over two years within the Department.  
17 We look for an officer that has previous good  
18 evaluations.

19 CHAIRPERSON RICHARDS: See-- say that  
20 again.

21 CHIEF HARRISON: That someone has good  
22 evaluations.

23 CHAIRPERSON RICHARDS: Oh, good  
24 evaluations, okay. Prior years from their front line  
25

1  
2 supervisors. We're looking for officers that are,  
3 once again, are well-rounded. Our--

4 CHAIRPERSON RICHARDS: [interposing] What  
5 does that mean, though, so well-rounded?

6 CHIEF HARRISON: One of the things that  
7 we take pride in is making sure we keep this city  
8 safe. That's the most important thing within this  
9 Police Department. So, officers have to be crime-  
10 fighters first. We want the Neighborhood  
11 Coordination Officers to be able to know how to fight  
12 crime.

13 CHAIRPERSON RICHARDS: So, would you say  
14 that they've needed to exhibit a certain number of  
15 arrests in the past, or--

16 CHIEF HARRISON: [interposing] We not--

17 CHAIRPERSON RICHARDS: [interposing]  
18 giving out a certain amount of summonses, which I  
19 think you said is not necessary.

20 CHIEF HARRISON: Actually not. They have  
21 to have a good work ethic regarding how to fight  
22 crime. And once again, there is not a number that we  
23 take a look at. Once again, these Commanding  
24 Officers are hand-picking these officers. They know  
25 them very intimately. They speak to their

1 supervisors to find out what their work ethic is.

2 So, it's not just, "Hey, this guy or girl gives me a  
3 good cup of coffee." You know, we find out a little  
4 bit more details about them.  
5

6 CHAIRPERSON RICHARDS: But there's no  
7 specific criteria set?

8 CHIEF HARRISON: No, there's no specific  
9 criteria that we identify. Once again is, they do  
10 have to have a certain amount of time on a job. If  
11 they are on a promotion list, then more than likely  
12 we're probably not going to put them in that position  
13 because they may be leaving a position sooner than  
14 later, and we want somebody that's going to be there  
15 for a certain period of time. Yeah. The  
16 Neighborhood Coordination Officer is a career path  
17 position. You know, it's something that after you  
18 become a Neighborhood Coordination Officer we give  
19 that officer an opportunity to go onto an  
20 investigative unit. So, it's--

21 CHAIRPERSON RICHARDS: [interposing] So  
22 I'm sure it's very appealing to those who are looking  
23 for that promotional path to the next level.

24 CHIEF HARRISON: Correct.  
25

1  
2 CHAIRPERSON RICHARDS: Which does give me  
3 a little bit cause for concern, because you know, we  
4 had conversation around a pathway for individuals in  
5 the SVD Unit, for instance, and it really wasn't much  
6 more of a path for those individuals in that  
7 particular unit. But so what are the retention  
8 rates? So, this is a very new program in-- I'm  
9 assuming since this is much more lucrative position  
10 to take as you said, because it enables individuals  
11 to get to the next level to move into an  
12 investigative unit.

13 CHAIRPERSON RICHARDS: And as your  
14 testimony alluded to, they do get similar training to  
15 detectives, right?

16 CHIEF HARRISON: Correct. The criminal  
17 investigation course is a two-week training that  
18 every New York City detective gets, because we want  
19 our Neighborhood Coordination Officers to be  
20 investigators. We want them to be able to identify a  
21 crime or a condition that's going on within their  
22 sector and work with their ancillary investigative  
23 units to be able to solve any crime condition that  
24 are going on within the sector.

25

1  
2 CHAIRPERSON RICHARDS: And I guess just  
3 going back to that. So, can you just define how a  
4 community should view a Neighborhood Coordination  
5 Officer? And I know you have videos. I don't know  
6 if we could play that clip, but it sounds to me like  
7 they're doing it. So how much time is spent  
8 specifically on investigatory work opposed to getting  
9 out there and learning who's in the neighborhood.  
10 And that gets me to the question of metrics. So, how  
11 do you measure the success or successes that a NCO  
12 officer has in a sector? So are there certain-- you  
13 know, I don't know if there's a bar of a particular  
14 amount of people they need to meet a month. How does  
15 the NYPD keep track of if NCOs and their sectors are  
16 building relationships. And once again, I want to  
17 acknowledge that I think this program is a great  
18 program. But, you know, unfortunately in my capacity--  
19 - or fortunately, have to also ask the hard questions  
20 as well. So, I'm all for it. I think the NCOs I know  
21 are doing a great job, but we're just interested in  
22 receiving a little bit more information on how this  
23 program works.

24 CHIEF HARRISON: So, if I could just give  
25 a little bit of a quick guidance regarding what the

1  
2 Neighborhood Coordination Officer do on a daily  
3 basis. They're not necessarily assigned to a sector  
4 to answer 911 calls. That's where the steady sector  
5 card have that assignment. Once again, it says the  
6 steady cars are also a major part of neighborhood  
7 policing. We're asking them to take time off the  
8 radio, get out the car, and get to know the residents  
9 as well. That's something that we've never done  
10 before. Historically, in the past, those steady  
11 sector cars would go from one 911 to job to another  
12 911 job, and never get an opportunity to meet the  
13 stakeholders within the sector that they cover. The  
14 Neighborhood Coordination Officers who are not on the  
15 radio, they can find themselves during the day  
16 identifying a pattern within the sector, and I'll  
17 just give an example. People are breaking into cars  
18 within their area of concern. They'll go out and  
19 look for video cameras, videos that kind of capture  
20 the incident. They'll speak to maybe some witnesses  
21 that can help them identify who these individuals who  
22 are committed these crimes, but also during the day  
23 they'll find themselves going to a senior citizen  
24 home and talk about crime prevention tips, or going  
25 to the schools and talk about some of the concerns

1  
2 that may go on with covering cyber-bullying and  
3 things of that nature. So, it's a self-motivated  
4 position. The-- every precinct has one neighborhood  
5 Coordination officer supervisor that oversees all the  
6 NCOs. The average is eight NCOs per command. If it's  
7 a larger precinct, you may find five sectors where  
8 they'll have 10 NCOs. Some of the smaller and no so  
9 large precincts may have six sectors where they'll  
10 have-- excuse me, three sectors where they'll have  
11 six Neighborhood Coordination Officer. So, it all--  
12 you know is each precinct is different. Every NCO  
13 comes in with a new assignment depending on what  
14 might have happened the day before, the week before  
15 or things that may have come across their table  
16 during their day.

17 CHAIRPERSON RICHARDS: Right. So, that  
18 gets me to-- so I know they have a supervisor. So,  
19 are NCOs required to track interactions with the  
20 public?

21 CHIEF HARRISON: No, we don't-- I have  
22 them prepare a weekly sheet to say how many times  
23 they've engaged with somebody. Do they have  
24 something that they put in an activity sheet where we  
25 can say, we did conduct a community visit or engaged

1  
2 some types of business owners or going to a house of  
3 worship. Yeah, we do ask them to document, but we  
4 don't-- we don't take that information that's  
5 memorialized and then hold them accountable to say  
6 they're successful at their position.

7 CHAIRPERSON RICHARDS: So, you don't find  
8 out a problem that you don't track and there's no  
9 accountability. I mean, I want to know what my staff  
10 is doing as a Council Member. So I'm just interested  
11 in knowing why the NYPD does not necessarily track to  
12 know that. And I-- once again, NCO program is a  
13 great idea, a noble ideal, but I am concerned without  
14 metrics and without knowing, and perhaps there are  
15 incarceration that are happening across these  
16 communities such as the ones we saw this week, and  
17 where if there was-- and I'm not saying, once again,  
18 NCOs are responsible in any form or fashion for what  
19 happened this weekend, but what I am saying is if --  
20 perhaps we could have avoided or we could avoid some  
21 incidents like this if there are metrics and we do  
22 know that we are pushing them to the greatest  
23 capacity to get to know. What I'm getting at is it's  
24 very easy for NCOs to go to the same civic  
25 association meetings every month, and we applaud them

1  
2 for that. They just followed-- we were at three on  
3 last Thursday, and I thought it was great. Together,  
4 I mean, I felt like they were following me at one  
5 point, but it was good. It was back to back to back.  
6 I'm like, "Wow, you guys again?" And I thought that  
7 that was good, but what I'm getting at is that can be  
8 considered an easy way out, being that civics meet  
9 once a month. It's not really hard to find or know,  
10 and I think it's good for intel and addressing a lot  
11 of the quality of life issues in my civic. Certainly  
12 appreciate it. But what I'm getting at is nine to  
13 three, whatever their tour is, ten to three or  
14 whatever it is, how do we track metrics on knowing if  
15 they're actually reaching community members without  
16 real oversight.

17 EXECUTIVE DIRECTOR CHERNYAVSKY: So, I  
18 think if I could add a little bit. I think the  
19 greatest metric is the result, right? So, to say  
20 that an officer went to 10 meetings or had 20  
21 interactions and that somehow says, okay, they're  
22 keeping busy because they checked off 10 meetings,  
23 they checked off 20 interactions, and therefore this  
24 is a productive NCO, that really wouldn't be a good  
25

1  
2 measure because those interactions or meetings may  
3 not be garnering any type of result. So, I think--

4 CHAIRPERSON RICHARDS: [interposing] So,  
5 the NCO's primary goal is to gather intel?

6 EXECUTIVE DIRECTOR CHERNYAVSKY: Well,  
7 no, I think it's--

8 CHAIRPERSON RICHARDS: [interposing]  
9 That's what it sounds like, okay.

10 EXECUTIVE DIRECTOR CHERNYAVSKY: No, no,  
11 not at all. I think-- so, I'll give you an example.  
12 I think it was in the 32<sup>nd</sup> precinct where there were  
13 311 complaints, and that's one I think certainly a  
14 metric that we would look at. There are 311  
15 complaints, and it was about a homeless individual in  
16 a park, and what the NCO did was approach that  
17 individual. That individual, of course, as you know,  
18 the Department offers services. It's not illegal to  
19 be homeless, so we offer services to individuals  
20 living in the street and see if we can get them off  
21 the street and get them the help that they want.  
22 This individual routinely refused those services.  
23 The complaints, of course, would come into 311. The  
24 individual wanted to stay in the street. It wasn't--  
25 unless it was for the relationship that the NCO built

1  
2 with this individual, she voluntarily decided to  
3 check herself into the-- to a facility and come off  
4 the street. So, it's these types of successes.  
5 There are crime-fighting successes as well. I think  
6 because-- and I don't think we've ever shied away  
7 from this. This isn't a position where your day-to-  
8 day function is shaking hands and greeting people.  
9 these are police officers, and they're expected to do  
10 police work, and in some respects that entails  
11 enforcement, whether it be a summons or an arrest,  
12 whether it be taking guns off the street, whether it  
13 would be assisting detectives, for example, getting  
14 video, using the relationships that these NCOs build  
15 with the community members to possibly get a video, a  
16 surveillance video that may help solve the case of a  
17 violent crime. So, yes, they're helping in the  
18 crime-fighting aspect, but they're also helping in  
19 the sense that there are quality of life 311  
20 complaints coming in, and those complaints don't  
21 necessarily need to end with a summons or an arrest  
22 where historically maybe that's the way they would  
23 have ended. So, today, we have whether it be the  
24 sector cops that are spending a third of their time  
25 off the radio or whether it be the NCO would approach

1  
2 individuals, would try to work through whatever that  
3 issue is, and try to stay away from enforcement, try  
4 to keep those individuals away from the criminal  
5 justice system. And to the extent they're able to  
6 resolve the issues in the community successfully  
7 without the use of a summons or arrest, that is  
8 deemed a success as well.

9 CHAIRPERSON RICHARDS: So, how do you  
10 measure what each sector is doing is the million  
11 dollar question? And it sounds like yes, they are  
12 doing some detective work. So, the question is, you  
13 know, if we're calling them Neighborhood Coordinating  
14 Officers, the way I'm reading what-- defining the  
15 program, is you're supposed to be out learning the  
16 neighborhood, coordinating with the neighborhood, and  
17 of course, they're still police officers, and we  
18 don't-- we won't shy away from that, but to me,  
19 building bridges. So, what's the difference between  
20 community affairs and what NCO officers do if that's  
21 the case?

22 CHIEF HARRISON: I just want to kind of  
23 go back to your question, and I-- regarding trying to  
24 capitalize or capture the successes or failure of a  
25 Neighborhood Coordination Officer, that falls on the

1 ownership of a Commanding Officer who gets the  
2 information from their supervisor. We have to have  
3 trust in the Sergeants to say, hey, this Neighborhood  
4 Coordination Officer is making relations. He or she  
5 is solving problems. He or she is doing a great job  
6 regarding fighting crime. He or she is doing  
7 everything they can regarding using the different  
8 city agencies to resolve problems. And they don't  
9 necessarily get on board with that philosophy, then I  
10 use this phrase all the time, we have a very deep  
11 bench, we'll get another NCO to fulfill that need.  
12 So, you know, we don't necessarily have to capture  
13 numbers to find out successes. You know, once again,  
14 this is just positive feedback or maybe even negative  
15 feedback if it warrants regarding what the community  
16 thinks about that Neighborhood Coordination Officer.  
17 Are they out-reaching and addressing the problems  
18 within their sector, and that's the ultimate goal of  
19 the Neighborhood Coordination Officer.  
20

21 CHAIRPERSON RICHARDS: I agree with that.  
22 So, do you-- how do you measure-- because I just-- I  
23 think we're having a firm difference, and I guess  
24 it's the way that we track the successes. I think we  
25 both agree that this program is necessary and it's an

1  
2 important step forward. So, sergeants you said would  
3 track this. Are they getting a detailed report?  
4 We've met this month 10 individuals. So you're  
5 saying they're not doing any of that.

6 EXECUTIVE DIRECTOR CHERNYAVSKY: Well, if  
7 I could--

8 CHAIRPERSON RICHARDS: [interposing] And  
9 if not, the question is how do we know in every  
10 place? So, the 105/101, like I said, I've  
11 acknowledged earlier that they do some great work,  
12 but how are we measuring if they're getting out there  
13 every day and meeting local stakeholders and local  
14 community members, and how are they building the  
15 bridges? So, I hear you on-- we both agree that they  
16 should solve quality of life. But if you're an NCO  
17 and you're working this week and you resolve one  
18 issue, that's a good thing, but the question is could  
19 we do more? Could they do more? And my concern with  
20 not having metrics to measure that is we'll never  
21 know if they're reaching-- who they're reaching, if  
22 they're really reaching the communities that they're  
23 put there to serve.

24 EXECUTIVE DIRECTOR CHERNYAVSKY: Sure.  
25

1  
2 CHAIRPERSON RICHARDS: And so-- so, I'll  
3 allow you to respond.

4 EXECUTIVE DIRECTOR CHERNYAVSKY: Yeah,  
5 so, I mean, other than the anecdotal metrics that we  
6 know of, whether it be the success stories that we  
7 hear about, we also see 311 complaints coming in, and  
8 these are complaints. So if you see a 311 repeatedly  
9 coming into a particular command, then it's not being  
10 addressed, right? So, you see something's not--  
11 there's a disconnect there. Something's not working,  
12 but aside from that--

13 CHAIRPERSON RICHARDS: [interposing] So,  
14 you're saying you look at 311 complaints?

15 EXECUTIVE DIRECTOR CHERNYAVSKY: Well, I  
16 mean, that that's--

17 CHAIRPERSON RICHARDS: [interposing] So is  
18 that a metric that you measure, and how would you  
19 measure whether an NCO--

20 EXECUTIVE DIRECTOR CHERNYAVSKY:  
21 [interposing] Well, but the--

22 CHAIRPERSON RICHARDS: [interposing] Okay.

23 EXECUTIVE DIRECTOR CHERNYAVSKY: If I  
24 could-- so, that's one piece. Another piece could  
25 be, you know,-- so, the NCO coordinates not only

1  
2 different units within the Department, also different  
3 agencies. Okay, and coordinates with the community  
4 as well. So, to the extent that a crime happens and  
5 the NCO is being-- is assisting Detective Bureau,  
6 right? That's another thing. So, these are all--  
7 there's anecdotal. There's certain metrics that we  
8 use that we can track whether the NCO or the sector  
9 cops are performing adequately. The other piece is,  
10 and I-- we men-- the Chief mentioned this in his  
11 testimony. I think it's worth repeating is, the NYPD  
12 commissioned an independent company to review, to  
13 actually look at metrics that could be used to  
14 actually formally review neighborhood policing and  
15 our implementation of it.

16 CHAIRPERSON RICHARDS: Who's the company?

17 EXECUTIVE DIRECTOR CHERNYAVSKY: Rand.

18 CHAIRPERSON RICHARDS: The Rand Group?

19 EXECUTIVE DIRECTOR CHERNYAVSKY: Is it  
20 group or corporation? Yeah, I-- don't hold me to  
21 that. So what they're going to be doing, it's a two-  
22 year study that's going to be done I believe in five  
23 phases. I think the first phase is going to be  
24 complete around June of 2019, and we'll of course  
25 look forward to share the results.

1  
2 CHAIRPERSON RICHARDS: And what are they  
3 specifically looking for?

4 EXECUTIVE DIRECTOR CHERNYAVSKY: Well,  
5 they're going to be looking for how to measure  
6 success.

7 CHAIRPERSON RICHARDS: So, you agree with  
8 me that we should measure?

9 EXECUTIVE DIRECTOR CHERNYAVSKY: Well, I  
10 think we-- I think one thing that I think you would  
11 agree with is that the Police Department always  
12 agrees that we need to measure success, right? We  
13 don't just walk out into the world and kind of walk  
14 haplessly about. So, we want-- we want to see what  
15 the community is feeling about--

16 CHAIRPERSON RICHARDS: [interposing] So,  
17 this is the survey. Sorry to cut you off. Is this  
18 the survey that the public can take, or is this--

19 EXECUTIVE DIRECTOR CHERNYAVSKY:  
20 [interposing] No, that's something separate.

21 CHAIRPERSON RICHARDS: Okay.

22 EXECUTIVE DIRECTOR CHERNYAVSKY: I think  
23 that was the sentiment meter [sic], and but this is  
24 commissioning an independent corporation that's quite  
25 respected, I think, to take a look at our

1  
2 implementation of neighborhood policing, and to see  
3 how do we gauge success other than--

4 CHAIRPERSON RICHARDS: [interposing] And  
5 how--

6 EXECUTIVE DIRECTOR CHERNYAVSKY:  
7 [interposing] factors that we're doing. They're  
8 going to be identifying whether it's some of the  
9 factors that we're looking at now, whether it's other  
10 factors. They're going to be trying to obviously  
11 make correlations, and I think as the results come  
12 in-- and it's a five phase study that's going to be  
13 done over a couple of years, but as the results come  
14 in-- I think the first results around June of next  
15 year-- we're going to be happy to share that with  
16 you.

17 CHAIRPERSON RICHARDS: How much does this  
18 study cost?

19 EXECUTIVE DIRECTOR CHERNYAVSKY: I will  
20 have to look into that for you.

21 CHAIRPERSON RICHARDS: If you can get  
22 back to us. And I would hope and-- that some of the  
23 things I'm mentioning would be a part of that study  
24 and a real push to ensure that metrics are attached  
25 to the program. I don't think it's that hard to mark

1  
2 down just as we have a council program here called  
3 CouncilStat where we input constituent cases and we  
4 track how they're resolved and all of those good  
5 things. I don't think it's that difficult for the  
6 NYPD and for officers to be able to do that. And  
7 then I'm going to get to my colleagues as they have  
8 questions, and then I'll come back for a second  
9 round. Are the numbers on the calls are-- so they  
10 obviously they have cell phones. Do they track-- do  
11 you track how many calls come in to specific NCO  
12 officers, and emails, and are we measuring that as a  
13 way to estimate the connection to local communities?

14 CHIEF HARRISON: Alright, so Mr. Chair, I  
15 just want to go back just for one quick second if you  
16 don't mind. The one thing we don't want to do with  
17 the Neighborhood Coordination Officers is tie them  
18 down administratively. We want to make sure that  
19 they're getting an opportunity to get out there to do  
20 their job, to get out there to meet people to solve  
21 problems and, you know, that was the problem with  
22 the-- our old philosophy which was CPOP, you know,  
23 where the officers had to fill out beat books and a  
24 host of other things, and we found themselves inside  
25 doing administrative stuff instead of outside doing

1 their job which is why it kind of fizzled out.

2 That's the one thing I just wanted to make sure that  
3 that's very clear. We want to make sure that the NCOs  
4 are not being tied down administratively. I  
5 apologize, the second question that you had was?

6 CHAIRPERSON RICHARDS: No, just getting  
7 back to that, I don't think-- and they carry cell  
8 phones, correct?

9 CHIEF HARRISON: They carry cell phones.

10 CHAIRPERSON RICHARDS: And they're-- I'm  
11 sure there's an app or something that Rand, I'm sure  
12 since they're doing the study, could recommend. I'm  
13 not a rocket scientist, but where they could put, you  
14 know, I met Chirline Gray [sp?].

15 CHIEF HARRISON: So--

16 CHAIRPERSON RICHARDS: [interposing] I'm  
17 just throwing that name out, and she had a garbage  
18 issue, and I connected her to Sanitation.

19 CHIEF HARRISON: So--

20 CHAIRPERSON RICHARDS: [interposing] Would  
21 you find that to be administratively difficult to do?

22 CHIEF HARRISON: No, no, and we actually  
23 do have that. We have--

24 CHAIRPERSON RICHARDS: [interposing] Okay.

1  
2 CHIEF HARRISON: We have a craft [sic]  
3 system where the-- every officer can put down their  
4 things that they've accomplished throughout the day.

5 CHAIRPERSON RICHARDS: Okay.

6 CHIEF HARRISON: And the front line  
7 supervisors are allowed to go on this officer's craft  
8 and say sign off and say yes, that officer did take  
9 care of that complaint from Mrs. Jones, or they were  
10 able to find video that kind of helped give  
11 information regarding a recent incident, be it a  
12 shooting incident or something of that nature. So,  
13 yeah, they--

14 CHAIRPERSON RICHARDS: [interposing] And  
15 that would be considered a metric.

16 CHIEF HARRISON: Correct.

17 CHAIRPERSON RICHARDS: So, what I'm--

18 CHIEF HARRISON: [interposing] We do have  
19 something in place where they can memorialize things  
20 that they do. Now, do we take that and count it all  
21 in a whole? No, we don't.

22 CHAIRPERSON RICHARDS: Would you-- do you  
23 think that's too difficult to do once again? I think  
24 just taking a simple report. And every NCO is not  
25 equal. I'm sure there's some NCOs who-- like I think

1  
2 NCO Roberts in the 105<sup>th</sup> who go above and beyond the  
3 call of duty, and I think that's the goal of the  
4 program, is these officers are supposed to exemplify  
5 going above and beyond the call of duty, not being  
6 looked at as enforcement necessarily, although  
7 they're doing work, but they're supposed to be looked  
8 at as community builders, people who are building  
9 bridges between the community and the NYPD. And my  
10 concern without having metrics to measure that is  
11 that you may just have individuals sitting and  
12 looking "voluntarily" to become NCOs because there's  
13 a promotional path there. So, we'll go there, we'll  
14 serve out some time, we got training to become a  
15 detective, you know, and that counts toward  
16 something. So, I think that's where we may differ.  
17 Once again, I support the overall goals, but I think  
18 we can-- imagine what we could do if we actually know  
19 that every NCO out there in every sector is going  
20 above and beyond the call of duty and meeting  
21 community members. Not to say they're not, but as we  
22 know, this is a department-- how many officers are in  
23 the NCO program total?

24 CHIEF HARRISON: We have 960 Neighborhood  
25 Coordination Officers.

1  
2 CHAIRPERSON RICHARDS: So, 960, which is  
3 great, right? Out of those 960 I'm sure there are  
4 some who go above and beyond the call of duty just as  
5 in any agency or department, and then you may have  
6 some who may just be doing time to get the next  
7 promotion. You may have some that are doing good  
8 work, some who are doing bad work, and I think my  
9 concern overall is that there's no system that  
10 measures. So, I would hope that we get there. Just  
11 retention rates, too, in NCO programs so far?

12 CHIEF HARRISON: Yeah, I have that  
13 information. By the way, let me redact my last  
14 statement. Seven hundred and eighty-five  
15 Neighborhood Coordination Officers, 610 of them are  
16 male, 175 of them are female. So, once again, we  
17 have neighborhood policing in 76 out of the 77  
18 precincts, and one precinct doesn't have, Central  
19 Park, which I'm sure you can understand the reason  
20 for that.

21 CHAIRPERSON RICHARDS: I don't understand  
22 the reason.

23 CHIEF HARRISON: Well, it's not  
24 necessarily a residential precinct.

25 CHAIRPERSON RICHARDS: Okay.

1  
2 CHIEF HARRISON: So, that's why it's more  
3 geared towards identifying residents and working  
4 hand-in-hand.

5 CHAIRPERSON RICHARDS: Okay.

6 CHIEF HARRISON: Mr. Chair, I just have  
7 to clean up one thing here, and I think there may be  
8 a little bit of a misunderstanding. The Neighborhood  
9 Coordination Officers are crime fighters first.  
10 Their main job is to make sure that they keep the  
11 residents in their sector safe. In that same  
12 process, we want to make sure that they build  
13 relationships with the communities that they're there  
14 to serve, that the ones that they're there to protect  
15 to make sure that they can have a sustainable  
16 relationship just in case anything in the future  
17 comes up, they work together to correct it. So,  
18 that's-- you know, I'm hearing quite often that  
19 they're community-friendly, and that's one of their  
20 goals, but they wouldn't get that position if they're  
21 not crime fighters first.

22 CHAIRPERSON RICHARDS: But your  
23 commercial shows these amazing individuals who walk  
24 up and down the street--

25 CHIEF HARRISON: [interposing] Correct.

1  
2 CHAIRPERSON RICHARDS: who throw  
3 basketballs with kids, and that-- I think that's  
4 noble. We're trying to change and shift the public's  
5 purview of the NYPD, and that's-- I think that's a  
6 great part of the program, but my only concern is  
7 that if they're going to be viewed as crime-fighters  
8 within the Department, I think that the messaging--  
9 are they crime-fighters, which they are no doubt, but  
10 there's, you know, one thing you're promoting, and  
11 then you know, we here obviously know-- are in the  
12 know, but just wanted to put that out there. You  
13 didn't answer the question on retention rates so far  
14 with the NCO program.

15 CHIEF HARRISON: So, to date in Patrol  
16 Service [sic] Bureau, 96 officers and 13 Sergeants  
17 have left their positions as Neighborhood  
18 Coordination Officer.

19 CHAIRPERSON RICHARDS: How many?

20 CHIEF HARRISON: Ninety-six officers.

21 CHAIRPERSON RICHARDS: Okay.

22 CHIEF HARRISON: And 13 sergeants. Once  
23 again, it's for various amount of reasons. Eleven  
24 officers and one sergeant have been transferred to  
25 investigative units. Remember I was talking about

1  
2 their career paths? Twenty officers and four  
3 sergeants left to-- left their command to go to other  
4 units. You know, once again, it's the one thing  
5 about this organization I love, we have tons of units  
6 throughout the agency. Nine officers and three  
7 sergeants were promoted to the next supervisory rank.  
8 Thirty-five officers and five sergeants were  
9 transferred to other positions within precincts, not  
10 for performance issues, and 21 officers and no  
11 sergeants were transferred to other positions in the  
12 precincts for performance issues.

13 CHAIRPERSON RICHARDS: Twenty-one were  
14 transferred out for performance issues?

15 CHIEF HARRISON: Yes, sir.

16 CHAIRPERSON RICHARDS: Okay, and I think,  
17 just before I turn it over, that was an important  
18 question for several reasons. You know, building  
19 relationships with the community-- and that's why I  
20 wanted to hear what's the difference between them and  
21 community affairs, right? Because if this  
22 specifically is starting to be viewed as a  
23 promotional path, you lose that community connection,  
24 right? So, Officer Roberts got to know the local  
25 bodega owner, and less than a year he's promoted and

1 someone is filling that gap. So the trust that was  
2 built in overtime then is lost and you're starting  
3 over again, right? So, once again, I get what you're  
4 saying. They're supposed to be crime fighters, but  
5 the worst thing we could do is promote these officers  
6 as people who are going to be the right-- the  
7 regulars in our neighborhood who we get to know who  
8 we build trust and love with, similar to my  
9 inspectors in the 101. We always get some great  
10 inspectors in the 101, and then the numbers go down  
11 and it looks great, and then they're promoted out and  
12 the community is just like again, again, again, after  
13 they built so much trust over time. and this is not--  
14 I'm not saying we want people to stay where they're  
15 at, but for this program to be two years old to a  
16 great degree, and just coming in to some local  
17 precincts now, and to see people starting to already  
18 move out of place, move out of the neighborhood  
19 already after they might have built trust and over  
20 time. So this should probably be some metrics. I  
21 would be interested in looking for a minimum amount  
22 of time, perhaps-- I don't know if I'm speaking out  
23 of sort, for individuals to serve in this capacity  
24 before they're promoted-- right? So maybe it's a  
25

1  
2 four-year minimum. I don't know if that's there yet,  
3 but it shouldn't be a two week minimum or a one year  
4 minimum especially when there are individuals who  
5 probably are waiting in other units who I'm sure have  
6 been waiting for a promotional path for 10 years or  
7 more. So,-- which we do hear sometimes, too. But  
8 I'm going to leave that alone for today. But--

9 CHIEF HARRISON: [interposing] Mr.  
10 Chairman, if I could just answer your question  
11 regarding the difference between the community  
12 affairs officer and the Neighborhood Coordination  
13 Officer. The community affairs officer is pretty  
14 much the extension of the commanding officer  
15 regarding community concerns. They're not  
16 necessarily into the crime fighting mode. They're  
17 there to identify any community needs and address it,  
18 and that's a whole, the precinct as a whole. In  
19 contrast to the Neighborhood Coordination Officer,  
20 they're assigned exclusively to a localized precinct.  
21 They're there-- and once again, this is-- and I'll  
22 just use the 105. Whatever is going on in one  
23 sector, we'll just say A as in Adam, may be totally  
24 different form concerns that may be going on in  
25 sector D as in David, and the 105 is a very big

1  
2 precinct, and the communities and the culture has  
3 changed. So, that NCO is very, very valuable to  
4 having the utmost knowledge what's going on within  
5 the area that they cover. And that's why we put them  
6 there on a day-to-day--

7 CHAIRPERSON RICHARDS: [interposing] I'm  
8 going to stop you, though, because Community Affairs  
9 probably knows more than what an NCO would ever know  
10 in a community. I'm just saying. Chbota Cooper  
11 [sp?], Kevin Campbell, these are fixtures in our  
12 local communities, Pat McCabe [sic], you know, like  
13 these are individuals who are fixtures who probably  
14 can get more information than an NCO on any day  
15 because they built up that trust for years. So, the-  
16 - so I guess what I'm getting at, would it have made  
17 sense to expand that program and roll out great  
18 commercials and reshuffle it, change the name, or  
19 whatever you want it to do rather than creating a  
20 whole new program, NCOs, which would primarily be  
21 focused, you know, on crime fighting as you said.  
22 Because Community Affairs Officers, everything you  
23 promote on that commercial is what the community  
24 views as Community Affairs Officers. They've been  
25 doing it in the trenches for a long time. So, look,

1  
2 and I'm not here to knock it. Once again, I think  
3 the NCO program is good, but I just think, you know,  
4 we need to define and ensure that the public knows  
5 exactly what they're doing, but I would argue that  
6 Community Affairs Officers there's-- yes, they looked  
7 at from the aspect of doing very little enforcement.  
8 They're trusted. They probably can get information  
9 about-- which they o-- I mean, I know that for a  
10 fact. Even beyond being a Council Members, my work  
11 in relationships with them. So would it have made  
12 sense to just roll this or put more money into that  
13 expanded so that then you really get that community  
14 affairs nexus a part of it? But I'm going to go to  
15 my colleagues for questions because I've gone on for  
16 a long time. I'll come back around. And I want to  
17 acknowledge Council Members Brannan and Deutsch,  
18 Cohen, and Menchaca. But once again, let just say, I  
19 support the Department's goal of this program. I  
20 think that it has done some good, but I just think  
21 that we need to have a clearer definition of what  
22 they're actually supposed to do, and ensure that if  
23 their job is to build that trust, that these officers  
24 are fixtures in the community and actually that there  
25 are metrics that ensure that we know that they're

1  
2 actually doing a job that they're set out to do. So,  
3 once again, I applaud the NYPD on this, but we-- you  
4 know, we need to, I think, define metrics a little  
5 bit, and we-- by doing that I think we will build  
6 even more trust, right? So, I will go to Gibson  
7 followed by Gibson, Deutsch, Menchaca, and the Cohen.

8 COUNCIL MEMBER GIBSON: Thank you, Chair  
9 Richards. Good afternoon, Chie. Good afternoon,  
10 Oleg. It's good to see you. Thank you for coming  
11 today and a really important topic to talk about  
12 about the NCO program. I certainly know a lot about  
13 it, and I remember the launch in the spring of 2015,  
14 and I really appreciate the efforts and understand  
15 that this is really going to be a fundamental  
16 hallmark of the Administration of how we get back to  
17 the neighborhood-based policing, and I think in 2015  
18 when it first rolled out, you know, a lot of New  
19 Yorkers didn't really understand what the overall  
20 goal was. You know, many of them new the beat cops,  
21 the cops that they knew on the street by name. They  
22 knew them and their children, and I honestly can say  
23 that it's been three years now, and I'm grateful that  
24 it's in every command. One of the first roll-outs in  
25 initially the four commands when you came to the

1  
2 Bronx. And I've seen you at almost every roll-out.  
3 So I appreciate the effort and certainly the  
4 consistency. I think the NCO program for me is about  
5 consistency, and the Community Affairs Officers we  
6 have are great, but the NCO program is really  
7 different from Community Affairs, and I think  
8 residents and stakeholders are now starting to  
9 understand that. So, looking at the NCO program and  
10 moving forward, three years are under our belt.  
11 Where would you say the NCO program is going to go  
12 moving beyond? So we have another three years under  
13 this administration. We are constantly looking at  
14 ways to reinvent the wheel, be innovative, be  
15 creative in our approach. I have seen many of the  
16 safety summits now called Build the Blocks. I'm  
17 going to go on record and say that I have two of the  
18 very best NCOs in the Bronx in the 42 precinct when  
19 they started their Build the Block meetings they had  
20 3-- and 400 people that attended their first several  
21 meetings, and over the several months, you know, it  
22 started to get much more intimate. So it was focused  
23 on clergy. It was focused on young people. We  
24 focused on schools, and I really saw a lot of  
25 different people, right? Because I think at the very

1  
2 beginning we expected to see the same residents to go  
3 to Community Board meetings and precinct council, and  
4 that's not necessarily the audience that we want to  
5 always see. We want new people that don't always  
6 come out to meetings, the parents that don't  
7 necessarily come out, and what I've seen is that  
8 happen through the years, and now that it's in all of  
9 my precincts-- it's in my PSA. I'm grateful to see  
10 where it's going, but I want to understand from the  
11 Department's perspective where do you see the NCO  
12 program as it continues to move forward.

13 CHIEF HARRISON: So, good afternoon, Ms.  
14 Council. So, one of the things that I like about the  
15 neighborhood policing philosophy is we're expanding  
16 it. So we have nine police service areas that also  
17 have neighborhood policing in it. Now, we're pushing  
18 it out to the transit districts. We have 12 transit  
19 districts within the City. right now it's in six of  
20 them, and we plan on having it in the other six by  
21 the end of 2019, which I think is going to be very,  
22 very valuable to those who commute through the  
23 transit system, and as well as we're now taking it to  
24 the next level and are going to have neighborhood  
25 policing and School Safety Agents, and I think that's

1  
2 going to help that level of intimacy within the Board  
3 of Ed which is going to help build relationships and  
4 have a little bit of a stronger understanding  
5 regarding our relationships with the kids that way,  
6 that we're there to protect and serve.

7 COUNCIL MEMBER GIBSON: In addition, a  
8 lot of the NCOs, as you mentioned, they're with  
9 quality of life issues, but the number one goal is  
10 they are still fighting crime. For NCO officers, for  
11 new officers joining the NCO program, there is always  
12 a challenge of finding a very common balance. It's a  
13 very sensitive, you know, circumstance when you're  
14 building relationships, but you also need information  
15 as well from residents, and you have to take time to  
16 build the relationships, deal with quality of life  
17 issues but also understand that it's about making  
18 sure that we deal with the larger issues around  
19 violence and domestic incidents. So, from your  
20 perspective, how do you think the NCO officers are  
21 instructed in giving a lot of guidelines on how to  
22 find a balance of crime fighting, building  
23 relationships and dealing with quality of life all at  
24 the same time?

1  
2 CHIEF HARRISON: So, that's the whole  
3 concept of neighborhood policing is that we want the  
4 officers assigned to that certain area, the NCOs, as  
5 well as the steady sectors to get to know the  
6 residents prior to that incident occurring. So, if  
7 that unfortunate incident does occur, we don't have  
8 to worry about the relationship building upon that  
9 incident occurring, and that's the one thing that  
10 people are not taking into consideration the  
11 importance of building relationships, working  
12 together, having that ownership within a localized  
13 area, and then if something does occur, the  
14 Neighborhood Coordination Officers know how to work  
15 with the different people within their residences,  
16 the stakeholders, to identify that issue and come to  
17 some type of resolution.

18 COUNCIL MEMBER GIBSON: Okay. So, the  
19 Chair talked a lot about metrics and measurements and  
20 how you define success. How often do you engage with  
21 the NCOs and the NCO Sergeants to get feedback from  
22 the NCOs directly in terms of how are they feeling,  
23 any challenges, improvements, etcetera?

24 CHIEF HARRISON: So, out of my office we  
25 have a team of supervisors that go to the different

1  
2 precincts, have focus groups with the sergeants as  
3 well as the Neighborhood Coordination Officers to  
4 identify, you know, what are the issues, what  
5 logistically do you need, what little nuances that  
6 you seem to have struggles with, and we get great  
7 feedback, and some of these NCOs have some of the  
8 best antidotes to make neighborhood policing better,  
9 and we take this information and we implement it, not  
10 just within their precinct, but maybe citywide. So,  
11 the one thing that we always do is constantly,  
12 constantly try to see what the cops are saying about  
13 neighborhood policing. Some of the great success  
14 stories that they see, some of the uphill battles  
15 that they have to climb, and how can we make their  
16 jobs much easier going forward.

17 COUNCIL MEMBER GIBSON: Okay. And I'd  
18 also like to understand as well, because I know many  
19 of my NCO officers very well and my constituents do  
20 reach out to them a lot, the coordination of city  
21 services. So, NCO officers are, you know, tasked  
22 with the responsibility of really making sure that  
23 they can serve as almost a liaison between the  
24 resident and a local agency. So, accessing  
25 resources-- my grandson, you know, wants to apply for

1  
2 Summer Youth or needs a job or needs to get into a  
3 program and educational/vocation program. So a lot  
4 of NCO officers, and to me, that's not necessarily  
5 quality of life, but it's certainly about their  
6 quality of life, that resident and their family. So,  
7 in terms of resources and resource guide, when we  
8 first launched the NCO program, Deputy Commissioner  
9 Susan Herman, I remember seeing it, but there was an  
10 actual booklet that we published in Washington  
11 Heights that had all of the resources and different  
12 agencies and CBOs and clergy and faith-based  
13 organizations that the NCOs were given in the 33 and  
14 the 34 to provide information to the residents. So,  
15 are we still doing that in terms of those resource  
16 guides? Is that still happening?

17 CHIEF HARRISON: Absolutely.

18 COUNCIL MEMBER GIBSON: Okay.

19 CHIEF HARRISON: And first and foremost,  
20 the Neighborhood Coordination Officers before they  
21 take the position they have to get certain type of  
22 training, one of them being, like I said before, the  
23 Criminal Investigation course which all the New York  
24 City detectives have to get. You also have to get  
25 mediation training. It's a three-day training which

1  
2 is done by the Peace Institute, which is an external  
3 group which helps us mediate incidents that may come  
4 across their table, but that NCO training is one of  
5 the most important trainings because it teaches the  
6 Neighborhood Coordination Officers how to work with  
7 the different city agencies and how to solve problems  
8 that are going on within their localized sectors.

9 So, they're also armed with this book just in case if  
10 there is an agency that they need to get in contact,  
11 be it Sanitation Department or Traffic, whoever it  
12 may be, they're armed with this book so they can make  
13 the appropriate contact to address any problems that  
14 come up.

15 COUNCIL MEMBER GIBSON: Okay, and my last  
16 question, my other colleagues have questions as well.  
17 Is the roll out in transit? So, it's a little  
18 different, a little unconventional, of having the NCO  
19 program in transit. So you're working with Chief  
20 Delatorre, how is that going to work? You're already  
21 in six transit districts. Mine is Transit District  
22 11, which will be rolled out next year, but how would  
23 that work and how would that be separate from the  
24 Community Affairs Offices that we already have in  
25 Transit Districts?

1  
2 CHIEF HARRISON: Madam Chair, if you  
3 don't mind, I want to have one of the inspectors from  
4 transit come up and talk about--

5 COUNCIL MEMBER GIBSON: [interposing] Oh,  
6 sure.

7 CHIEF HARRISON: that, please.

8 COUNCIL MEMBER GIBSON: I thought you  
9 were from School Safety.

10 CHIEF HARRISON: We have School Safety  
11 here as well.

12 COUNCIL MEMBER GIBSON: Thank you.

13 : Is this on? Yes, good afternoon. So,  
14 like the Chief--

15 COUNCIL MEMBER GIBSON: [interposing] Can  
16 you just identify yourself?

17 RAYMOND PORTEUS: I'm sorry. Inspector  
18 Raymond Porteus. I'm the Commanding Officer of the  
19 Special Operations District for the Transit Bureau.  
20 I was formerly involved with the Lieutenant Trainer  
21 involving Chief Delatorre when he tasked us to create  
22 the neighborhood policing model to work in Transit.  
23 So, I'll just give you a little bit of background.  
24 As the Chief mentioned, we're in six districts,  
25 three, four, 12, 20, 30, and 32, and we-- as the

1 Chief also testified, we're going to be rolling out  
2 by the end of next year, Districts One, Two, 33, 11  
3 which is your district, 34, and 23. So, a lot of  
4 the, you know, the same concepts and philosophy and  
5 paradigms that we in Transit, we took on the PSD  
6 model. We kind of modeled it after that. One of the  
7 things at the onset was how are we going to make the  
8 neighborhood policing work in Transit. You know,  
9 because we don't really have-- do we have a  
10 community, yes, we do. The commuters are our  
11 community. So, we want to tap into them. Like Oleg  
12 mentioned earlier, the same people are going to and  
13 from the train station each day, and then our task  
14 was-- the challenge is, you know, how do we engage  
15 those folks to find out what the problems are. You  
16 know, ordinarily, people don't want to stop, you  
17 know, like to and from work, to and from school, and  
18 so forth. That was the challenge that we gave the  
19 NCOs and part of the-- Councilman Donovan asked, you  
20 know, how do we choose our NCOs. Well, we choose  
21 them very carefully. It's an interview process like  
22 Chief Harrison mentioned. You know, we look at  
23 evaluations. You know, CO has the most weight to  
24 recommend an NCO. You know, he or she knows that  
25

1 person more intimately than anyone else. That being  
2 said, the next level if the borough level where the  
3 Inspector or Deputy Inspector would interview that  
4 NCO as well, and they get rubber stamped and it's  
5 sent up to the bureau level. Chief Delatorre wanted  
6 us to personally interview the NCOs, so we formed the  
7 committee, myself, Lieutenant Trainer, some of the  
8 other executives at the Transit Bureau and we  
9 interview them. One of my questions I had was, you  
10 know, how-- you know, we have a lot of young  
11 officers. So how were these young officers going to  
12 engage the ridership? How were they going to gauge  
13 the MTA workers? You know, are they going to be able  
14 to marshal up the resources and address concerns.  
15 So, that being said, one of our questions to them,  
16 especially the younger officers, how are you, you  
17 know, as a five-year officer or a three-year officer  
18 going to grab a 15-year officer and tackle problems  
19 in the subway? And most of our problems, you know,  
20 whether it's crime-- we have some crime issues, grand  
21 larceny and so forth, but a lot of the problems the  
22 communities complain about is quality of life,  
23 quality of life, homeless, quality of life, you know,  
24 people selling stuff on trains, breakdancing, jamming  
25

1 the machines, depth of service, all those things.  
2 So, we task the NCOs with coming up with some ideas.  
3 How are we going to get A, engage the public, you  
4 know, how you're going to get them. So, one of the  
5 ideas that came up was to give them-- you know,  
6 you'll see the signs in the subway, you know, with  
7 their pictures on them, the two NCOs and the station  
8 manager. You know, give them the email address,  
9 contact them. They also give out cards for that. We  
10 also have a Twitter account, the Chief has that  
11 complaints get funneled through, and also as well,  
12 the MTA Portal. The MTA gets complaints all the  
13 time, and it filters down to us which gets sent out  
14 to the NCOs to address. So part of it, you know, you  
15 talk about metrics to measure stuff. One of the  
16 things that we look at and we task the NCO Sergeants  
17 with doing is following up on these complaints,  
18 whether it be an email complaint from a commuter from  
19 the MTA Portal, getting those complaints in. And  
20 then what was the follow-up then? So, we get  
21 complaints about homeless. So, the NCO's then are  
22 tasked with marshaling up their resource whether it's  
23 contacting the BRC, the Bowery Residence Committee,  
24 contacting HOU, and getting them all together. And  
25

1  
2 then following, you'll try to get those homeless  
3 people services.

4 COUNCIL MEMBER GIBSON: Okay, thank you  
5 very much. That was a very good summary. Thank you.  
6 I look forward to working with you as we continue to  
7 expand the NCO program and Chief Harrison. I  
8 certainly want to thank you on behalf of the Bronx.  
9 I know how much you love the Bronx. You're always  
10 there, but I really do appreciate the attention  
11 that's been given. This really is about a mindset  
12 change, a culture change, and really a shift of how  
13 we police in New York City, and so we constantly need  
14 to look at innovative approaches of how we can  
15 continue to improve our relationships, keep crime at  
16 all-time low, and make sure that at the end of the  
17 day people feel safe, but also that New Yorkers know  
18 they have to be a part of the process and not, you  
19 know, not the problem, but be a part of the solution.  
20 So, I thank you, Chair for having today's very  
21 important hearing, and looking forward to working  
22 with you. Thanks again.

23 CHAIRPERSON RICHARDS: And thank you,  
24 former Chair Gibson, for that. I think what she said  
25 was on point, and I think one of the things we want

1  
2 to do is to help you tell the story of your success,  
3 but the only way for us to do that is to ensure that  
4 they are-- there's something there. I want to go out  
5 there and talk more about it. I want to be able to  
6 say, you know, NCO Roberts, man, he's on the job. He  
7 talked-- I know for a fact he talked to 30 people  
8 today. Or not today, I don't talk to-- well, some  
9 days 30, but you know, he helped resolve 30 issues  
10 this week, and these are the issues. And Chief  
11 Harrison, you would be the person that they  
12 ultimately-- I know the Commissioner's up there.  
13 You're the chief person they would speak to in  
14 regards to this program, correct?

15 CHIEF HARRISON: Well, I'm the one that  
16 oversees NCO Services Bureau which has the most--

17 CHAIRPERSON RICHARDS: [interposing] So,  
18 all the NCOs are under you?

19 CHIEF HARRISON: All the NCOs are--

20 CHAIRPERSON RICHARDS: [interposing]

21 Alright, so I come to you and blame you.

22 CHIEF HARRISON: Of course.

23 CHAIRPERSON RICHARDS: Okay. Alrighty.

24 So you're responsible.

25 CHIEF HARRISON: Got it.

1  
2 CHAIRPERSON RICHARDS: So, in a situation  
3 like what we saw this weekend, once again, in a  
4 serious note, we would have rather the NCOs deal with  
5 this incident, and that's why I think tying the  
6 metrics is so important so that we know specifically.  
7 I'm not sure who's assigned to that sector, but that  
8 center should have known for a fact that you know  
9 what-- or obviously it was a breakdown in HRA, and we  
10 got questions on that, too. So I don't want to put  
11 it all on PD on why they called the NYPD in the first  
12 place. But at the very least, I would have rather a  
13 Center Director call a NCO to come in to deal with a  
14 non-violent issue, something that, you know, clearly  
15 was not an arrest offense, sitting on the floor  
16 allegedly. So, that's what I'm getting at. That's  
17 why I think it's important for us to ensure that  
18 there are metrics tied, because then we can alleviate  
19 a lot of the non-violent quality of life, something  
20 as minute as that for NCOs to deal with. So, I'll go  
21 to Council Member Deutsch now, followed by Deutsch,  
22 Menchaca, then Cohen.

23 COUNCIL MEMBER DEUTSCH: Thank you.  
24 Thank you, Chair. So, this question is for the  
25 Chief. Like we're all concerned about the increase

1 of hate crime throughout the City. We had a five  
2 percent increase this year based-- compared to last  
3 year, and a 28 percent increase targeted to Jews,  
4 anti-Semitism compared to 2017. We had a very  
5 disturbing incident in Queens just a few weeks ago  
6 where that individuals, 16-year-old individual, is  
7 still laying in a hospital bed. I believe two  
8 arrests were made. Can you please, like, explain if  
9 that is-- if the hate crime is ruled out or it's  
10 still be investigated as a possible hate crime, and  
11 if you could please explain what happened in the  
12 case, whatever you can discuss that's both-- that you  
13 can about that incident in Queens.

14  
15 CHIEF HARRISON: So, it's still under  
16 investigation. I don't know all of the little  
17 details, Councilman. If you don't mind, I'm going to  
18 ask if I can get back to you regarding the exact  
19 details, but one thing I will say is the New York  
20 City Police Department, we do not tolerate bias  
21 crimes of that nature, and it's not just at  
22 neighborhood policing philosophy, how to address it,  
23 it's all 36,000 police officers are engaging  
24 regarding to stop any types of bias acts that happen  
25 throughout the City.

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COUNCIL MEMBER DEUTSCH: But I--

CHIEF HARRISON: [interposing] Regarding  
the details--

COUNCIL MEMBER DEUTSCH: [interposing] I understand. I just want to-- there was a meeting in Queens where the NYPD showed up, and after about a half hour they were told that they have to leave the 112 precinct. It's not my jurisdiction. I'm the Chair of the Jewish Caucus and I'm very concerned about that. For two weeks I've been trying to find out what happened. Is it still a possible hate crime? Someone ended up in a hospital with stitches and almost ended up in a coma, and two weeks later I still don't-- I still can't get any answers to what investigation is, what the NYPD is doing about that, and what disturbs me most is that we have-- we have a tremendous increase in hate crimes across the City, and I can't get answers of what happened in Queens, and it's been already two weeks. So, I had a meeting in Williamsburg just a week ago and in Crown Heights where the commanding officers came in. we had a discussion, and really it was a real-- the dialogue was helpful, and we were able to walk out at the meeting having a better understanding of how they

1  
2 will be-- better protect the residents of those  
3 communities. But in the case in Queens, I still, you  
4 know, like I said, it's been two weeks. I can't get  
5 answers. I tried getting a hold of the office. I  
6 couldn't get a response, and I just want to know when  
7 I could get a briefing of what is happening in  
8 Queens, and if it's still under investigation as a  
9 hate crime. Because I think that in this day and age  
10 with everything going on, we should have answers  
11 already.

12 EXECUTIVE DIRECTOR CHERNYAVSKY: Yeah,  
13 Council Member, as soon as-- obviously, we didn't  
14 come prepared to talk about that incident today,  
15 given the topic of the hearing, but I can assure you  
16 that once this hearing's over I'll get a briefing on  
17 the status of the investigation. I'll give you a  
18 call and reach out to you and update you.

19 CHIEF HARRISON: And Council Member, if  
20 you don't mind, after we saw an uptick in some of the  
21 incidents that have been occurring throughout the  
22 City, we've designated House of Worship Autos [sic]  
23 to each one of the 77 precincts or 76 precincts,  
24 excuse me, on each tour, and their job is to mainly  
25 focus is to go to the different houses of worship to

1  
2 somehow stop any of these attacks or incidences from  
3 occurring.

4 COUNCIL MEMBER DEUTSCH: How do the NCO  
5 officers, how do they put-- how are they put in play  
6 with what's going on across the City? Do they  
7 receive training on hate crimes? Are they part of  
8 the house of worship patrols? Are they asked to go  
9 to house of worship across the City?

10 CHIEF HARRISON: Well, all officers get  
11 training on hate crimes. That's the first and  
12 foremost. We do ask the NCOs to go to the different  
13 religious institutions and talk about certain things  
14 that may be going on within their localized area,  
15 things that may not necessarily be out to the public.  
16 We make sure that the NCOs arm the different  
17 institutions with the appropriate knowledge as well  
18 as crime prevention, be it how to put a camera in  
19 certain location or how to secure their facility, but  
20 the NCOs are very involved with the crime prevention,  
21 especially when it comes to these hate crimes.

22 COUNCIL MEMBER DEUTSCH: So, the NCO  
23 officers give crime prevention education?

24 CHIEF HARRISON: Absolutely.  
25

1  
2 COUNCIL MEMBER DEUTSCH: They do, and how  
3 does that work?

4 CHIEF HARRISON: Well, we give training  
5 throughout the-- Each NCO gets training from the  
6 training supervisors at the localized precincts, and  
7 they take this information, and once again, I've  
8 always said, what may be happening in the one  
9 precinct may be different from what's going on in  
10 another precinct. What's happening in one sector may  
11 be different from what's going on in a different  
12 sector. So, the NCOs are very much in-tune to a lot  
13 of the different occurrences that are going on  
14 throughout the City. They take the information.  
15 They go to the different organizations within their  
16 sectors that make sure that people know exactly  
17 what's going on and how to protect themselves.

18 COUNCIL MEMBER DEUTSCH: Do you have-- do  
19 they have like a log, like which house of worship  
20 they did this education in? If I could get a copy of  
21 that?

22 CHIEF HARRISON: I can't say that every  
23 precinct does have it.

24 COUNCIL MEMBER DEUTSCH: In my district I  
25 have 60, 61, 70.

1  
2 CHIEF HARRISON: I could-- I'm going to  
3 have to get back to you regarding that.

4 COUNCIL MEMBER DEUTSCH: Okay, great.

5 CHIEF HARRISON: But I know that they do  
6 document their engagements on reports that they do--

7 COUNCIL MEMBER DEUTSCH: [interposing] On  
8 visits.

9 CHIEF HARRISON: On visits, yes, sir.

10 COUNCIL MEMBER DEUTSCH: Okay. Finally,  
11 I just want to ask one other question. When people  
12 are encouraged to email or call a NCO officer, so  
13 when an email goes to an NCO officer, does anyone  
14 monitor of when that email gets responded to, number  
15 one. And number two, when someone leaves a message  
16 with an NCO officer, because that's a police-issued  
17 phone, does anyone monitors when that person  
18 receives-- like, is it a log the NCO officer has to  
19 log in-- I just received an email on this and this  
20 date. I returned the email on this and this date.

21 CHIEF HARRISON: Well, one of the things  
22 that we ask our NCO sergeants to do is to make sure  
23 that the Neighborhood Coordination Officers are  
24 getting back vigilantly to the-- any complaints that  
25 come across via email, anything that comes across

1  
2 their phone, and if it doesn't, we also encourage the  
3 community to make sure that they let the NCO sergeant  
4 be aware of the, I guess, the slow response we'll  
5 say.

6 COUNCIL MEMBER DEUTSCH: Do they have to  
7 log it in, the NCO officers? Do they need to log it  
8 in?

9 CHIEF HARRISON: There's not a  
10 necessarily a log-in process regarding when they  
11 receive the call and the time/manner of how they got  
12 back to it. We do have the most trust in our  
13 Neighborhood Coordination Officer to take care of the  
14 issues that come up within a sector in a timely  
15 manner, but that's a whole new way of policing. We  
16 want to trust our cops.

17 COUNCIL MEMBER DEUTSCH: So--

18 CHIEF HARRISON: [interposing] We want to-

19 -

20 COUNCIL MEMBER DEUTSCH: [interposing] in  
21 the City Council we have what's called-- we have a  
22 program that when a call does come into our office,  
23 it's called IQ, and we log in that call. We don't  
24 have anyone watching over us except for the press,  
25 but we log in every single call that comes in, and

1  
2 then we can-- then we know, we have to respond within  
3 an appropriate time. So, yes, we have to trust our  
4 officers, but just like we do in the City Council  
5 logging in the calls and knowing if you have to go  
6 back to a previous call three months later, you know  
7 what the issue was from that same caller. So, I  
8 mean, my recommendation is that they should be logged  
9 in, because I have found that when NCO officers were  
10 sent an email to them, when emails were sent to them,  
11 they didn't get back for like a week and a half  
12 later, and if they log it in, they know that there's  
13 accountability for them to return the call, because  
14 their job is basically just to be in the sector and  
15 to take care of the quality of life issues. You  
16 know, I think there has to be some type of  
17 accountability that when they receive a call it  
18 should be logged in what the call is about. This way  
19 the supervisor could check their log, and the same  
20 thing with the emails. There should be a log of when  
21 the email came in and when they responded to that  
22 email. I think that's important for-- a way for  
23 supervisors to have some type of oversight to make  
24 sure that they are returning the calls in a timely  
25 manner.

1  
2 CHIEF HARRISON: Mr. Councilman, I'll  
3 take a look at maybe we can--

4 COUNCIL MEMBER DEUTSCH: [interposing]  
5 Alright, I have a lot more questions, but I'm going  
6 to save it for maybe the next hearing. Anyway, Oleg,  
7 I want to thank you very much for-- I think I've been  
8 seeing once a week. I want to thank you very much.  
9 We had issues with the bollids [sic] throughout the  
10 city with the Homeland Security funding that people--  
11 that not-for-profits received, and you've been a  
12 tremendous help. Thank you.

13 EXECUTIVE DIRECTOR CHERNYAVSKY: Thank  
14 you.

15 CHAIRPERSON RICHARDS: Thank you, Council  
16 Member Deutsch. Going to go to Menchaca, followed by  
17 Menchaca, Cohen.

18 COUNCIL MEMBER MENCHACA: Thank you,  
19 Chair, and thank you the NYPD for being here. I want  
20 to say that my reports from the ground in the  
21 district are incredibly positive as well. Though I  
22 will-- I will confront Council Member Gibson that I  
23 think our NCOs are a lot better than yours. But  
24 beyond the positive, I want to kind of offer some  
25 opportunities for discussion about how to move

1 through the evolution of the NCOs as I've seen them  
2 in the 72 and now the 76 and the rolling out of 66  
3 and 68. One of the things that I was confronted with  
4 with the Cos-- NCOs-- was the ability to run a  
5 meeting with the community. The training that they  
6 have had through the police academy made them crime  
7 fighters. Maybe this was the kind of conversation  
8 that you were having earlier with the Chair, but one  
9 of the things that I offered actually, and I want to  
10 follow up with is training, just how to run a  
11 community meeting. In Sunset Park we have a pretty  
12 high immigrant community as well, and that creates a  
13 whole other new layer of need to understand how to  
14 engage a multi-lingual discussion in a room, how to--  
15 if we're fighting crimes in our neighborhood block by  
16 block, quadrant by quadrant, being able to take  
17 information from multiple languages is important  
18 information as we move forward. Are you preparing,  
19 and how can we work together to prepare NCOs for how  
20 to run a meeting in an immigrant community?

22 CHIEF HARRISON: So, good afternoon, Mr.  
23 Councilman. So, one of the trainings that I failed  
24 to talk about was each one of the Neighborhood  
25 Coordination Officer gets a speaking present--

1 speaking training where they're brought down to One  
2 Police Plaza and Commissioner Herman who chairs the  
3 meeting teaches the NCOs how to intake questions as  
4 well as be able to get back to the community  
5 residents in a timely manner regarding the concerns  
6 that come up in these block meetings. These NCOs  
7 don't have the public speaking savvy like everybody  
8 else. So this training is very important to them  
9 because we want them to feel comfortable to stand up  
10 in front of people--

12 COUNCIL MEMBER MENCHACA: [interposing]  
13 And when does this happen? Does--

14 CHIEF HARRISON: [interposing] This  
15 happens prior to them becoming Neighborhood  
16 Coordination Officers. So, anybody who has become a  
17 Neighborhood Coordination Officer be it through  
18 attrition or prior to a roll-out, they are sked to  
19 come down and go through this training, and we go  
20 through a host of different scenarios, be it a  
21 combative resident that has a frustration towards the  
22 Police Department. We teach them how to de-escalate  
23 that conversation. We give them all the different  
24 resources so they could explain to people how they're  
25 going to address any of the issues that come up and

1  
2 as well as make sure that they get back to that  
3 resident in a timely manner. We want them to stand  
4 at a certain direction to make sure they're not  
5 intimidating. We make sure that if there is a  
6 language barrier that they provide some type of  
7 translation prior to the meeting.

8 COUNCIL MEMBER MENCHACA: And what  
9 resources do they have access to provide that  
10 translation?

11 CHIEF HARRISON: We work with either  
12 other officers that are in the precinct that can do  
13 the translation. They may have to go into the  
14 residence and get an individual to do the translation  
15 as well. We're also working with a lot of the  
16 elected officials who are very instrumental in  
17 getting a robust attendance to the Build the Block  
18 meetings. So there's different strategies to make  
19 sure that anybody from any ethnicity that comes to  
20 this meeting, the Neighborhood Coordination Officers  
21 know how to make them feel comfortable within this  
22 meeting.

23 COUNCIL MEMBER MENCHACA: Are you able to  
24 track this-- the steps that NCOs are taking? How  
25 many times they're requesting for translation? How

1  
2 many times they're' in a situation whether it's  
3 multilingual meetings, is that data that you're  
4 collecting right now in terms of NCO operations?

5 CHIEF HARRISON: I'm going to have to say  
6 no. That's something that we're not doing at this  
7 time.

8 COUNCIL MEMBER MENCHACA: Would you be  
9 open to doing that?

10 CHIEF HARRISON: Of course.

11 COUNCIL MEMBER MENCHACA: Being able to--  
12 yep. Okay. And I want to work with you. the work  
13 that I'm doing as part of the Chair of Immigration is  
14 really kind of thinking about all these little nooks  
15 and crannies that can really change the game for  
16 whatever operations on the ground, and I can say it's  
17 been somewhat effective in 72, specifically, because  
18 a third of the population that we serve are Chinese,  
19 three different dialects, and Spanish, and those are  
20 the community members we're trying to engage as  
21 almost over 50 percent of the population in that  
22 neighborhood. I think-- well, maybe here's my  
23 overbroad question. How can we work together to make  
24 things happen and change? How would you propose  
25 that?

1  
2 CHIEF HARRISON: Well, I think not just  
3 Manny Gonzales in the 72 precinct but all of our  
4 commanding officers have great relationship with  
5 elected officials, and one of the things that we  
6 constantly promote is to make sure that the working  
7 relationship is helping to promote neighborhood  
8 policing. I mean, that's one of the things that  
9 we've asked all of our commanding officers to do to  
10 once again is to get people to know who their  
11 Neighborhood Coordination Officer is, be able to get  
12 that contact information out, because I think as  
13 great of a job as we're doing advertising  
14 neighborhood policing, my ultimate goal is to have  
15 every single resident in New York know that they have  
16 a cop assigned to them, and I think that's something  
17 that was still a work in progress. It's getting out  
18 there, but just speaking to your local commanding  
19 officer and say, hey, listen, what can I do to be a  
20 little bit more a part of and helping get the people  
21 to know about neighborhood policing--

22 COUNCIL MEMBER MENCHACA: [interposing]  
23 Great.

24 CHIEF HARRISON: I think would be very  
25 beneficial.

1  
2 COUNCIL MEMBER MENCHACA: Thank you. And  
3 that's happening, by the way, and it's great, and  
4 we're moving some things. I'm looking at a model  
5 expanding to all the NCOs that whatever we learn we  
6 can offer it to other neighborhoods of the same  
7 demographic. So that's the question. So, I'll deal  
8 with-- I'll work with my-- the commanding officer,  
9 and then we can bring that to you directly, is that--

10 CHIEF HARRISON: [interposing] That would  
11 be great. You know, this is what I always say, there  
12 are suggestions and ideas, things that are going on  
13 in one precinct that I need to take advantage of and  
14 make sure that it's being done citywide. So I  
15 welcome any types of suggestions and ideas that you  
16 may have, sir.

17 COUNCIL MEMBER MENCHACA: And so to  
18 finalize that, and I'm going to go to my last  
19 question. I think that the training for what you  
20 just presented is really great in terms of  
21 constituent case management, how to take an idea or a  
22 question, a comment, return it with your information  
23 and follow-up. I think what I'm asking for is  
24 another kind of organizing a meeting and effective  
25 nature of the meeting and things that you need for a

1 meeting to be successful, how you present an agenda  
2 that can be given out beforehand so people can  
3 prepare for it. Little things that I have learned in  
4 my time as a Council Member in a neighborhood like  
5 Sunset park, it's very specific, you can probably  
6 think about what the Chair-- the Chair has very  
7 specific ways that maybe the Rockaways deals with  
8 meetings and how they want to be prepared, but it's--  
9 and it's different; it's nuanced, and that's  
10 information that we'd love to give as elected  
11 officials. So that-- it's transforming, evolving  
12 that training from constituent case to-- in crime  
13 fighting to add how to run an effective meeting in  
14 this particular neighborhood.

16 CHIEF HARRISON: Can I just add one thing  
17 if you don't mind, and I failed to identify this. We  
18 have community partners assigned to each one of the  
19 localized sectors. Each community--

20 COUNCIL MEMBER MENCHACA: [interposing]  
21 Define community partners.

22 CHIEF HARRISON: So, a community partner  
23 is somebody who is somewhat a pillar within a  
24 certain-- within a community. It could be anybody  
25 from a business owner to religious leader, to

1  
2 somebody that's a community-based organization  
3 individual, and we ask this person to work hand-in-  
4 hand with the Neighborhood Coordination Officer to  
5 help develop the relationships to help promote  
6 neighborhood policing to help situations at the Build  
7 the block meetings. If there is a translation  
8 problem which we do unfortunately have, and these  
9 community partners are very instrumental in making  
10 sure these meetings run smoothly. And they're in  
11 attendance, and they're a big part of it, and it's  
12 paying dividends.

13 COUNCIL MEMBER MENCHACA: Do they get  
14 funding from the NYPD?

15 CHIEF HARRISON: They do not.

16 COUNCIL MEMBER MENCHACA: This is a  
17 volunteer operation.

18 CHIEF HARRISON: This is a volunteer--  
19 it's a volunteer position. Once again is this, we  
20 want people that want to work with the NYPD.

21 COUNCIL MEMBER MENCHACA: Absolutely.

22 CHIEF HARRISON: [interposing] and we  
23 scrutinize--

24 COUNCIL MEMBER MENCHACA: [interposing] No  
25 doubt.

1  
2 CHIEF HARRISON: who are part of this  
3 position, and if they're not doing it the way we like  
4 them to do it, then we will find somebody else. The  
5 only I want to offer there that makes it a little  
6 tricky and work around immigration, and in a time  
7 where people are afraid to go to their government,  
8 specifically their NYPD and that train is real in our  
9 neighborhoods. People are not reporting as much as  
10 they want to, and that affects your crime -- that  
11 affects your way to address crime in a neighborhood.  
12 The resources around translation and access, language  
13 access, are intense. So it's not just like XY  
14 people, you should invite them. It's a structural  
15 need that has resource-intensive needs as well.  
16 Hiring a translator to be-- the dignity of a  
17 translator to be able to walk in be trained and  
18 understand the vocabulary, and that requires a  
19 professional person to come in, if you want to do it  
20 right. So, I want to work with you to kind of bring  
21 that in, and we're doing it in other spaces that can  
22 offer the best opportunities for discussion and  
23 trust. So, I just want to prep you for that. That  
24 might be a request for money and budget to amplify  
25 that partnership. And I want to work with the Chair

1  
2 to think about who we do it. And I think it's-- the  
3 dividends on that is not just from a volunteer, but a  
4 professionalization of that relationship with  
5 community. I don't know what it looks like, but I'm  
6 just going to offer that as feedback. The final  
7 thing is, a lot of our members in sunset Park talk  
8 about the uniform nature of the NCO officers  
9 themselves. And I think you might have asked that  
10 earlier, but the way that I'm thinking about it is  
11 creating an opportunity for the NCO officers while  
12 the Build it back-- Builds a Block--

13 CHAIRPERSON RICHARDS: [off mic] Build a  
14 Block.

15 COUNCIL MEMBER MENCHACA: Build a Block  
16 meetings can offer an opportunity for the officers to  
17 come in in plain clothes and run a meeting without  
18 that intimidation. Walking the streets is one thing,  
19 but a community meeting might be different if these  
20 officers-- and I don't know who makes that decision.  
21 I think of community-- but we've got-- because we ask  
22 this question, is that Community Affairs are the only  
23 ones that are allowed to do that. Could we give them  
24 that opportunity just for these meetings so that we

25

1  
2 can open them up and make them more comfortable for  
3 people?

4 CHIEF HARRISON: You know, I was a major  
5 part in the whole identifying how the Neighborhood  
6 Coordination Officers should wear their uniforms, and  
7 we want the Neighborhood Coordination Officers to--  
8 once again, I'll say this over and over again. We  
9 want them to be the police. We want them to be seen  
10 the way they're going to patrol the streets every  
11 single day, and I think if there is an intimidation  
12 factor, it's the basic course, the human course that  
13 happens, but once there's dialogue and conversations  
14 there's a comfort level that comes along with it, and  
15 that's why we're having these localized meetings, and  
16 that's why we're having these localized meetings, and  
17 that's why we're putting the same cops in the same  
18 area, because once these relations are built, then  
19 that fear factor goes away. So, you know, in regards  
20 to putting the same cops in the same area and keeping  
21 them in the same uniforms was a strategy because  
22 those are the uniforms that they're going to need when  
23 they're out patrolling the streets and keeping the  
24 community safe.

1  
2 COUNCIL MEMBER MENCHACA: You reminded me  
3 of one thing that-- I think I want to disagree with  
4 you there, but let's keep talking about that, because  
5 I think it's worth that. The conversation's worth  
6 having. But what became very apparent in Sunset Park  
7 on Fifth Avenue around the street vendors getting--  
8 having operations around the street vendors, it was  
9 the NCO officers that were sometimes the ones that  
10 were removing the street vendors from the street, and  
11 it created an animosity, and I think the street  
12 vendors are some of the most equipped with eyes to  
13 share information, and that kind of overnight was  
14 removed from the officers. And so the request from  
15 the street vendors would be something like could the  
16 NCO officers not be the ones that enforce this  
17 particular thing, have somebody else do it so they  
18 can maintain that relationship and that line of  
19 communication, because literally they're on the  
20 street every day watching, and they tell me things,  
21 but I don't want to have to be that only link to the  
22 officers, and it destroys the opportunity for true  
23 crime fighting opportunities in the neighborhood.

24 CHIEF HARRISON: Well, once again,  
25 Council, I think having that Neighborhood

1  
2 Coordination Officer, the ones who are assigned to  
3 that block where these vendors are, then it may not  
4 be such a contentious situation between that officer  
5 and that individual, and that could just be-- we talk  
6 about vendors, we can talk about other things that  
7 may go on throughout the city, but I think if the  
8 officers are there every single day and there's a  
9 relationship there, they request the mediation  
10 between that officer and that individual, I think it  
11 goes a lot more cohesive, because that they know one  
12 another.

13 COUNCIL MEMBER MENCHACA: Well, let's  
14 keep talking. Thank you so much for your time and  
15 your work on this project. I think it's incredible  
16 and it's changing the way that we're working together  
17 in our neighborhood, and my focus on immigration or  
18 immigrant communities is one that I think can help do  
19 our work together. So, thank you, Chair for  
20 opportunity to ask questions.

21 CHAIRPERSON RICHARDS: Thank you, sir.  
22 Just some follow-up from that. So, have you thought  
23 of having officers wear anything, NCO in particular,  
24 that would allow the public to identify them, or is  
25 the overall goal really to just-- we want the public

1  
2 to view every officer, you know, as an NCO to a great  
3 degree.

4 CHIEF HARRISON: Well, we're--

5 CHAIRPERSON RICHARDS: [interposing] So,  
6 how would the public know?

7 CHIEF HARRISON: Well, once again as I--  
8 it's not just the NCO who we're asking to be a lot  
9 more community oriented. We're asking every police  
10 officers to put this new philosophy forward. So we  
11 don't want to separate just the NCOs are the only  
12 ones that are supposed to be this new friendlier  
13 police officer. We also have the steady sector cops  
14 that we're asking to get that off-radio time and be  
15 very much plugged into the localized residents as  
16 well. So we don't-- once again, this is because the--  
17 - we don't want to say, hey, you're an NCO, your job  
18 is to be community friendly and change a uniform, and  
19 you're going to look a little bit different. We want  
20 all our cops to look the same and everybody take this  
21 new philosophy going forward.

22 CHAIRPERSON RICHARDS: And that's why I  
23 think metrics are so important. You know, it's like  
24 clubs in the neighborhood, right? Like every few  
25 months police comes in, does a good job in addressing

1  
2 the issue, and then before you know it the name comes  
3 down off the board, and then they change the name,  
4 but it's the same ownership. Alright? So, that's  
5 what we're trying to get at I think here is that we  
6 want to make sure that we're not just changing the  
7 name, you know, they're going from regular patrol  
8 officers to Neighborhood Coordinating Officers but  
9 still sort of dealing with the public in the same  
10 way, and I'm not saying they're doing that. I think  
11 as Vanessa said as well, that these meetings, I think  
12 the Build the Block meetings have been phenomenal,  
13 and I also will acknowledge that you're definitely  
14 reaching new people in those meetings, people that  
15 were unaware of-- quite frankly, it makes our life  
16 easier because we don't have to do as much community  
17 meetings, and ranging NYPD meetings where we got to  
18 get clearance because you're doing it and we could  
19 show up. There's a political benefit to this as  
20 well. I'll also say to a great degree just  
21 appreciating what you do. You know, a lot of times  
22 my office would have had to deal with some of these  
23 issues, so we are grateful. The more successful you  
24 are the lighter the load which will never be light  
25 for my office it gets. So that gets me to this

1  
2 question of what is the interaction with city  
3 agencies. So, quality of life, is there a guide  
4 book, a guide or something of that nature which NCOs  
5 have been trained on? This agency does this. Speed  
6 hump request, do they know to get in touch with the  
7 Department of Transportation? So, is there training  
8 that specifically teaches them, trains them on what  
9 each city agency does and how to interact with those  
10 agencies?

11 CHIEF HARRISON: Yeah, so, you know,  
12 career investigation, a criminal investigation  
13 course, NCO training, mediation training, public  
14 speaking training, within the NCO training that is  
15 one of the most formal. It's a four-day training and  
16 we capitalize on giving the NCOs the information  
17 regarding how to work with the different agencies.

18 CHAIRPERSON RICHARDS: So they're giving  
19 hindsight constituent service training.

20 CHIEF HARRISON: Correct.

21 CHAIRPERSON RICHARDS: Okay.

22 CHIEF HARRISON: Absolutely, and problem-  
23 solving.

24 CHAIRPERSON RICHARDS: Yeah.  
25

1  
2 CHIEF HARRISON: That's what the NCOs do.  
3 so if they can't take care of the issue themselves,  
4 and will-- I like the agency used, if they have to--  
5 have a speeding problem, they'll reach out to the  
6 Department of Transportation and say, hey, listen, we  
7 need a speed bump handy [sic], and they are-- they  
8 have the knowledge now how to get in contact with  
9 that certain agency. If there's a garbage situation  
10 where people are just dumping their items at a  
11 certain location, you know, we have the--

12 CHAIRPERSON RICHARDS: [interposing] And  
13 I've seen that.

14 CHIEF HARRISON: They'll go to Sanitation,  
15 "Hey, we have to"-- situation where it comes to the  
16 youth or whatever, we get in contact with ACs,  
17 whatever our needs may be. We want to make sure that  
18 the cops know how to get in contact with the  
19 appropriate agency.

20 CHAIRPERSON RICHARDS: Let's go back to  
21 schools for a second. So, can you just run down--  
22 obviously we have the NCO program, School Safety, I  
23 think Neighborhood School Safety Agent program. So  
24 what is their role? So, they go into a school, and I  
25 assume most School Safety Agents know who kids are.

1  
2 I know they knew my name on a first-name basis when I  
3 went to Jamaica High School, but I'm interested in  
4 knowing what does that look like. Are they  
5 surveilling, or are they-- how do you get information  
6 from teenagers, and what does problem-solving look  
7 like within the school community? What problems are  
8 you addressing? Is it getting intel to stop a fight,  
9 or can you just speak to what does that look like a  
10 little bit more?

11 CHIEF HARRISON: Mr. Chair--

12 CHAIRPERSON RICHARDS: [interposing] Are  
13 they having school lunch with the kids, and you know,  
14 I just want to hear a little bit more about that.

15 CHIEF HARRISON: Mr. Chair, if you don't  
16 mind, I have an Executive from School Safety here  
17 that will maybe give you a little bit of a better  
18 breakdown.

19 CHAIRPERSON RICHARDS: Awesome, hello.  
20 Can you just state your name for the record? Push  
21 the button. There you go.

22 CAPTAIN WISE: Captain Lavonda Wise from  
23 School Safety Division. Okay, so basically we have  
24 School Coordination Agents in every high school. It  
25 could range from one to two School Coordination

1  
2 Agents. We also have mobile School Coordination  
3 Agents that gives extra assistance in middle and high  
4 school campuses, and also elementary schools.  
5 Basically, what the School Safety Agents are doing is  
6 developing relationships, enhancing the trust between  
7 parents, students, staff, school administration.  
8 We're looking for them to be a resource to the  
9 students. We want them to feel comfortable enough to  
10 come to them and let them know when there is a  
11 situation, whether it's issues on social media,  
12 especially with girls, this oen talking about this  
13 one, and then kind of mediate that situation with  
14 school administration. We're looking for them to  
15 participate in the PTA meetings. We're looking for  
16 them to participate in the after school events, when  
17 they have basketball games, football games where they  
18 might be virally seen there. We're looking for them  
19 to kind of de-escalate those situations.

20 CHAIRPERSON RICHARDS: Right, and you  
21 said social media. So they're surveilling social  
22 media or no? Or--

23 CAPTAIN WISE: No, like the students will  
24 come to them and say, you know, it's issues on social  
25 media. This student is complaining about this

1  
2 student. There might possibly be a fight after  
3 school. We want them to sort of remedy that  
4 situation before it actually happens.

5 CHAIRPERSON RICHARDS: And going back to  
6 the question of metrics. How do you-- and how are  
7 the School Safety Agents selected as their criteria?  
8 I'll raise that as well.

9 CAPTAIN WISE: Okay, someone was selected  
10 actually because the DOE, the principals actually  
11 recommend them.

12 CHAIRPERSON RICHARDS: [interposing] Okay.

13 CAPTAIN WISE: So we have to say that  
14 it's an account, because most of the School Safety  
15 Agents in the high school campuses were already  
16 previously assigned at that location. So if they  
17 already have that great relationship with the  
18 principal and the principal recommended them, that's  
19 actually an easy selection make. Then we also have  
20 the volunteers. We vet the applications by looking  
21 at their sick record, their discipline history, any  
22 complaints that had been made against them, also  
23 their work experiences, and are they a good fit for  
24 this program.  
25

1  
2 CHAIRPERSON RICHARDS: Alright, that's  
3 good. And once again, going back to metrics, do you  
4 know if they're doing their job? How do you know  
5 they're doing their job?

6 CAPTAIN WISE: we have-- we get success  
7 stories from the School Coordination Agents. We also  
8 have a supervisor of School Security that oversees  
9 the program in the Bronx East, and he actually goes  
10 out to each of the high school campuses and sits down  
11 with school administration to see how is it going. Is  
12 there anything else that we could possibly do  
13 different? We also speak to the parents at the PTA  
14 meetings, what are their thoughts about it. That's  
15 how we measure the success.

16 CHAIRPERSON RICHARDS: And how has  
17 retention rates been in your particular program?

18 CAPTAIN WISE: this program just rolled  
19 out for this school year--

20 CHAIRPERSON RICHARDS: [interposing]  
21 Right, right.

22 CAPTAIN WISE: 2018, 2019, so everybody is  
23 still part of the program.

24 CHIEF HARRISON: The jury is out on that.  
25 And is that in every school so far?

1  
2 CAPTAIN WISE: No, we're just in the  
3 Bronx East Command.

4 CHAIRPERSON RICHARDS: Okay, when do you  
5 anticipate it'll be in every command?

6 CAPTAIN WISE: We're still evaluating the  
7 program, and then once we finish the evaluation, then  
8 we'll decide how we're going to proceed with the  
9 roll-out.

10 CHAIRPERSON RICHARDS: So, do you  
11 anticipate-- based on this evaluation that it would  
12 be in all schools, or--

13 CAPTAIN WISE: [interposing] eventually.

14 CHAIRPERSON RICHARDS: if it doesn't work  
15 out--

16 CAPTAIN WISE: [interposing] No, it's  
17 going to. No, it's working.

18 CHAIRPERSON RICHARDS: It's going to work  
19 out.

20 CAPTAIN WISE: Yeah, this is a phenomenal  
21 program. This is positive.

22 CHAIRPERSON RICHARDS: Okay. Okay, let  
23 me go back to you for a quick second, Chief Harrison.  
24 So, one of the complaints I often get, and obviously  
25 my own experience in the neighborhood is sometimes

1  
2 undercover officers, officers from other  
3 jurisdictions, jurisdictions come into a community.  
4 Don't know if there's a shooting or something of that  
5 nature, or if there's been continuous gang violence,  
6 you know, outside units come out. So, for example,  
7 if Special Narcotics is coming into take some kind of  
8 action, do they check in to clear with NCOs in their  
9 local community first, or do they just come in and do  
10 their thing? Do they work-- I mean, if it's Vice,  
11 for instance. Well, Vice would be a part of  
12 narcotics, I'm sure they're part of that. But what  
13 does that look like with coordinating the work that  
14 an NCO is doing already in a local community?

15 CHIEF HARRISON: So, sometimes with the  
16 investigative units that come within a command, they  
17 have to do collaborative intel and they cross paths  
18 with the Neighborhood Coordination Officers, once  
19 again who have intimate knowledge within the sector.  
20 Doesn't mean that it always happens. Sometimes some  
21 of the investigative units have to do things without  
22 notifying any of the localized assigned police  
23 officers, the NCOs, but more often than not, the NCOs  
24 do have knowledge and they share information  
25 regarding some type of undercover operation that may

1  
2 be going on within a sector because the NCO may be  
3 able to give them intelligence that may be helpful  
4 regarding the investigation.

5 CHAIRPERSON RICHARDS: And would you say  
6 that's often, or?

7 CHIEF HARRISON: It's definitely more  
8 often than not.

9 CHAIRPERSON RICHARDS: Okay, and are you  
10 concerned when these outside units come out, because  
11 I know that once again, we're trying to create a new  
12 perception of the good work that the men and the--  
13 and men and women of the NYPD are doing. Sometimes  
14 these investigative units come in very heavy-handed.  
15 So, are you concerned that with the stroke of them  
16 coming in that they can undo partnerships you're  
17 trying forge with local communities? And this is a  
18 broader conversation for another day, but often this  
19 does happen sometimes in local communities.

20 CHIEF HARRISON: I'm not sure if these  
21 investigative units come in heavy-handed. The one  
22 that I will say is--

23 CHAIRPERSON RICHARDS: [interposing] I'll  
24 tell you from my experience, they do sometimes.

1  
2 CHIEF HARRISON: Well, you know, there's  
3 always going to be one or two exceptions to every  
4 rule, and I'm sure it's unfortunate, but the one  
5 thing that I do ask, MR. Chair, is just we shouldn't  
6 paint every situation with a broad brush. I think  
7 the investigative units have been very instrumental,  
8 and their focus with precision policing, identifying  
9 the head of the snake of some of these problematic  
10 localized crews and making sure we conduct a proper  
11 investigation and get them off the streets, and  
12 that's one of the major reasons of success within  
13 this Department is talking to the right individuals  
14 and making sure that they don't play some of the  
15 areas anymore.

16 CHAIRPERSON RICHARDS: Sometimes there is  
17 collateral damage, however. So, for instance, when  
18 there are big raids, perhaps, and a lot of people are  
19 rounded in communities, and I know this is whole  
20 'nother conversation for another day. I don't want to  
21 divulge into that totally, but are you concerned that  
22 sometimes when these things do happen, you know, what  
23 role-- would the NCOs play after a big raid or  
24 something of that nature where the community,  
25 perhaps, especially big raids, although they're not--

1  
2 I haven't heard of any big scale ones recently, but  
3 how would then the NCOs interact with the local  
4 community after something like that?

5 CHIEF HARRISON: So, one of the things  
6 that the Neighborhood Coordination Officers have been  
7 doing is having they're called a briefing takedown  
8 conversation with people from that area, and I'll, if  
9 you don't mind, I'll just us a-- you know, I'm not  
10 going to use a certain area, but these officers are  
11 making sure they inform the community about the  
12 investigation, the results of what has happened and  
13 some of the individuals-- the judicial process that  
14 some of these individuals are going to have to go  
15 through. So, it's something that we haven't done  
16 before. This is why I love this new philosophy  
17 because there's better dialogue. The relationships  
18 are there, and the NCOs are-- appear to talk to the  
19 residents about some of these takedowns that  
20 unfortunately in the past might have had question  
21 marks about.

22 CHAIRPERSON RICHARDS: And I just want  
23 you to think of that. I'm not-- I don't have any  
24 clear examples of that, but just being mindful that,  
25 you know, when there is collateral damage in some

1 cases, that you know, it could leave people to  
2 question is neighborhood-- have we really shifted  
3 gears? So, just, I think having a sharper strategy  
4 around that in case it does come up. Last question,  
5 how-- this is probably a softer question. You know,  
6 so I think Carlos spoke of how do we get everyday  
7 people out, you know, what has your strategy been  
8 around getting people to the public meetings? So, I  
9 know social media, fliers, utilizing leaders such as  
10 myself. I just want to hear a little bit more about  
11 that. Are you spending money on ads? Are you  
12 primarily using social media as a vehicle, which I'm  
13 not here to say it's a bad thing? I think that  
14 that's been useful as well, but I just want to hear  
15 an overall broader strategy on how you're getting the  
16 community to know about the NCO program.

18 CHIEF HARRISON: Okay. So, Mr. Chair,  
19 we've come up with different strategies, everything  
20 from passing out fliers at our-- at the local  
21 arteries of the train station, bus stops to utilizing  
22 the social media platforms. Every single precinct  
23 has Facebook, Twitter, and we promote some of the  
24 upcoming meetings through these social media  
25 platforms to make sure we get a nice robust

1 attendance at each one of the Build a Block meetings.  
2 If I could just talk about the Build a Block meetings  
3 for one second. Each precinct-- each sector has one  
4 Build a Block meeting every three months. So, one of  
5 the things we promote is for them to get a location  
6 in advance and then start promoting this meeting  
7 months or weeks prior to the event so they get a good  
8 attendance there. We also request our elected  
9 officials to be very instrumental in getting people  
10 in attendance and we also ask them to be a part of  
11 the Build a Block meeting and talk about things that  
12 are going on within the area that they are elected  
13 to. So, it's a little bit of an octopus philosophy.  
14 We have a lot of different arms that are involved in  
15 promoting the Build a Block meetings, and it's paying  
16 off dividends. If I could just read off some numbers  
17 to you, if you don't mind real quickly.

19 CHAIRPERSON RICHARDS: Sure, I like  
20 numbers.

21 CHIEF HARRISON: So, we've had nearly  
22 1,700 Build a Block meetings where we've had more  
23 than 34,000 people in attendance, and over the past  
24 few months we've averaged 84 Build a Block meetings  
25 each months. So that's pretty impressive, and once

1  
2 again, as each Build a Block meeting is going to be  
3 different from the other ones because each one has  
4 its own concerns and different issues that need to be  
5 addressed with the NCO and the residents that are  
6 served there.

7           CHAIRPERSON RICHARDS: Well, let me start  
8 off once again by commending Commissioner O'Neill,  
9 commending you Chief Harrison and all of your staff  
10 for really looking towards this new philosophy. I  
11 look forward to continuing to work with you to  
12 critique, positively critique, however you want to  
13 take that, the program, which I think once again  
14 would enable us to have a stronger program and more  
15 robust program that will certainly reach communities  
16 in a way, like it's certainly start to do, and I  
17 think point in proof is what you've said. I've had  
18 the honor of going to I want to say at least 10 of  
19 these meetings around Queens, around the borough, and  
20 I'll tell you, the turn-out is phenomenal at each and  
21 every eon of them, 100, 200 people. So I think that  
22 the outreach strategy has largely been a good one,  
23 and once again, you are getting individuals out who  
24 we have not seen at community meetings we do. So  
25 something is working, and largely, I even told my

1  
2 staff, you know, Build a Block is a model we could  
3 even learn from in terms of some of the ways you're  
4 promoting and getting the word out. With that being  
5 said, I also want to once again say that I think it's  
6 important for us to have metrics, and the metrics  
7 shouldn't revolve around how many arrests or  
8 summonses you've received. It should largely be on  
9 what are the quality of life issues you've worked on,  
10 but I think, you know, as I often like to tell my  
11 staff, I trust you, but I like to verify. So trust  
12 and verification is something, no offense. I think  
13 everyone is trying to do the right thing, within my  
14 organization as well. As a leader, if we're going to  
15 talk about it, we must live by it as well. So I  
16 think verification is the piece that's missing right  
17 now I would say within the program. And we do trust  
18 that the Department wants to move the Department in a  
19 different way in terms of community policing and  
20 recognizing the importance of it. So I want to  
21 commend you once again. We look forward to continued  
22 work in the months ahead to work with you to help you  
23 to tell this great story which should be a beacon and  
24 a country of national model for what policing should  
25 move to as people from other cities are looking to

1  
2 what we do here, as you know all too well. Cities  
3 all over the country and people all over the world  
4 will largely try to navigate towards because we're  
5 New York City. So it's bigger than just New York  
6 City. We really have an opportunity to be a guiding  
7 light for what policing should look like in this  
8 century. So, thank you for the work you've done.  
9 Thank you for answering some of the hard questions,  
10 and we look forward to you answering more of those  
11 hard questions as we move along; couldn't let you get  
12 out of here so easily. And I have-- oh, I have two  
13 witnesses, too. So, I want to thank you, Oleg. You  
14 okay? Alrighty, good. Alrighty, thank you.  
15 Alright, we have two witnesses, so we'll start with  
16 Roberte [sic] Cabanas from Urban Youth Collaborative,  
17 and then Priscilla Grimm [sp?]. Take a seat here.  
18 Thank you all for coming. And Priscilla Grimm, you  
19 can come forward as well, and also Roberte Cabanas,  
20 here. So you may begin if you'll just press the  
21 button and it'll light up.

22 ROBERTO CABANAS: Good afternoon,  
23 Councilman. My name is Roberto Cabanas, and I'm the  
24 Coordinator for the Urban Youth Collaborative. I  
25 want to start by saying, apologize we couldn't bring

1  
2 some of our young people here today. They have--  
3 actually meeting right now with Deputy Chancellor  
4 Robinson to talk about some of the School Safety  
5 priorities.

6 CHAIRPERSON RICHARDS: Alright, that's  
7 good. I was going to look at the clock and say they  
8 should be in school, but [inaudible].

9 ROBERTO CABANAS: So, the Urban Youth  
10 Collaborative has been led by youth high school  
11 students from across New York City over 10 years.  
12 Our youth leaders have come to many of these hearings  
13 to testify and share their experiences, and hopefully  
14 be considered as the most valuable and knowledgeable  
15 change agents and stakeholders in education policy in  
16 school safety, because they're experiencing it every  
17 day in their schools. Over the last two years they  
18 have organized and worked around the clock to help  
19 reframe the narrative of school safety to always  
20 start with what young people really need. When the  
21 Mayor held a Town Hall following the tragedy in  
22 Parkland, our leaders and students of color from  
23 across New York City shared exactly what they need.  
24 They asked for more guidance counselors and social  
25 workers. The City Council has been important in

1 increasing the number of guidance counselors and  
2 social workers, but we still have a long way to go to  
3 make sure schools all across the city have a number  
4 of guidance counselors and social workers based on  
5 need. There are more homeless students in New York  
6 City than all of the students in Boston. Every  
7 program or initiative about school climate and school  
8 safety should begin with significantly increasing the  
9 number of support staff that has received years of  
10 training on how to meet the social, emotional and  
11 mental health needs of students. Young people were  
12 clear they wanted more access to mental health  
13 supports in their schools. We understand there's a  
14 Thrive program in New York City, but it's not  
15 connecting many students to mental health support or  
16 resources in our schools. Students often don't see  
17 mental health support until they are in trouble,  
18 already been removed from their classrooms. All the  
19 students of color in the Town Hall expressed their  
20 concern with the level of policing and surveillance  
21 they feel in and around their schools. This is  
22 reflective of how the communities have been policed  
23 forever, and new initiatives that are supposed to be  
24 more community-friendly don't address the systemic  
25

1  
2 issues. This is why our youth are asking the City to  
3 envision schools without a police force. We need the  
4 City Council to seek oversight on current policing  
5 practices. What about accountability and transparency  
6 and school policing has been addressed? Has the  
7 City addressed the recent report in Buzz Feed that  
8 demonstrates there are dozens of officers, School  
9 Safety Agents working in schools that have  
10 substantiated cases of using excessive force or other  
11 forms of misconduct? Where are those officers? Are  
12 they still working around children? Has the City put  
13 in place change in discipline for officers/agents who  
14 have misconduct incidents in schools? Over 20 years  
15 of research shows that if you want to end the school  
16 to prison pipeline, you don't increase the role of  
17 law enforcement officers in school; you reduce their  
18 role and make the lines very clear. This program is  
19 going to create a huge gray area where students could  
20 potentially believe they are sharing personal  
21 information with school employees, when they're  
22 actually sharing personal information with employees  
23 like the NYPD. That feels like intentional betrayal  
24 or trust of students and families. This feels like  
25 another example of the City ignoring the root of the

1  
2 issue and moving forward without addressing the  
3 changes that are really needed. I implore the City  
4 Council to urge the City to slow down on this program  
5 and move our schools toward centering staff trained  
6 in mental, social, and emotional health to build  
7 strong relationships with students and their  
8 communities. Finally, listen to the young people. I  
9 mean, they come to every hearing. They really have  
10 the solutions that they believe work, and they know  
11 that are working in their schools. Their vision  
12 might seem or sound radical to folks, but it's  
13 grounded in their belief in each other and their hope  
14 that we will always see their full humanity.

15 CHAIRPERSON RICHARDS: Thank you for your  
16 testimony.

17 PRISCILLA GRIMM: Hello, my name-- sorry.  
18 My name is Priscilla Grimm. I am resident of  
19 Flatbush, Brooklyn right now. I have lived in New  
20 York almost 20 years. I lived for the first 18 years  
21 in Sunset Park, Brooklyn, and then I moved to  
22 Flatbush. Both neighborhoods have the approximate  
23 amount of crime if you look at the NYPD's own  
24 statistics that they publish on their precinct pages.  
25 However, in Flatbush, Brooklyn we have at least 10

1  
2 times the amount of presence on the street with cars,  
3 squad cars with their lights flashing 24/7 on nearly  
4 every corner, flashing into our living rooms, into  
5 our bedrooms, terrorizing our children on the way to  
6 school. You know, my daughter thinks that she is all  
7 of the sudden in this huge crime zone, and when you  
8 actually look at the actual numbers, it's exactly the  
9 same as it was in Sunset Park, and it seems that the  
10 omnipresence of the NYPD in my neighborhood serves  
11 only to terrorize the residents. I have attended  
12 Build the Block meetings. I have attended City  
13 Council meetings, both with the statistics printed  
14 out that I brought with me. When I ask them why we  
15 had 10 times the amount of police presence on the  
16 streets in Flatbush versus Sunset Park, I was told  
17 that there was an increase in crime, that the area  
18 had more crime. When I actually pulled up both  
19 reports from the 77<sup>th</sup> precinct and from the 68<sup>th</sup>  
20 precinct and said, "That's not true. That is  
21 actually a lie that you are perpetuating in this  
22 meeting, this public meeting." I was told by the  
23 commanding officer of the 68<sup>th</sup> precinct that those  
24 are just numbers. Then I asked, "What is the plan to  
25 get the squad cars off the street with their flashing

1 lights that are doing nothing but serving for visual  
2 pollution, brining those lights into our homes when  
3 we're not criminals?" And he says--

4 CHAIRPERSON RICHARDS: [interposing] These  
5 are the car--

6 PRISCILLA GRIMM: [interposing] These are  
7 the car lights.

8 CHAIRPERSON RICHARDS: Okay.

9 PRISCILLA GRIMM: And in fact, I've been  
10 working as a volunteer with a group called Equality  
11 for Flatbush. We have a social media campaign called  
12 "No Community Occupation," and for nearly 10 months  
13 now, myself and about 15 other bloggers have been  
14 taking pictures of where the cop cars are. I can tell  
15 you right now, that if you go to Rogers and Martins  
16 [sp?] in Flatbush, the same squad car has been there  
17 since January of this year. It has not moved. On my  
18 corner, on Nostrin [sp?] and Linden, the same squad  
19 car has been there for the last 10 months. I have  
20 asked my local officers, who I guess are the  
21 community officers that you spoke of today, when  
22 that's going to end so that I'm not assaulted or my  
23 neighbors aren't assaulted by this image on our way  
24 home from work every night, and he says, "Well, we're  
25

1 just here for presence." And I'm like, "But it's  
2 obviously not needed. This is a safe neighborhood."  
3 And he says, "This is the way it is." And so what is  
4 the point of the Build a Block meetings? What is the  
5 point of the Community Council meetings if when  
6 neighbors approach you and say just by your own  
7 numbers that you are publishing there's no reason for  
8 you to be there. You say it's just numbers. What's  
9 the point? I'm just here as a person who's very  
10 concerned that my daughter is being conditioned to  
11 think of herself as a criminal. And I'm also here to  
12 support his testimony that we don't need more police  
13 in the schools. We need to have more investment into  
14 our children. I'm very disturbed by this. It's so  
15 unfair and terrible and upsetting.

17 CHAIRPERSON RICHARDS: Thank you for your  
18 testimony. If you could-- Jordan is here from my  
19 staff; he'll take your information. I don't want to  
20 promise you anything because that's not what I do.  
21 Who's the-- we'll find out who the local Council  
22 Member is, and then we'll certainly follow up. So,  
23 just--

24 PRISCILLA GRIMM: [interposing] I would  
25 love to.

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CHAIRPERSON RICHARDS: see us on the side. Thank you all for your testimony. With that being said, I want to thank everyone for coming out today to the Public Safety Hearing. I want to thank the NYPD and all the individuals who testified today. This hearing is now closed.

[gavel]

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COMMITTEE ON PUBLIC SAFETY

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 January 14, 2019