

Office of Bronx Borough President Fernando Ferrer
A Community Policing Model for NYC
October 10, 2001

Introduction:

In response to the Mayor's offer to work together on a model community policing program in two Bronx Police Precincts, the Office of Borough President Fernando Ferrer developed a Community Policing Pilot in consultation with police professionals and criminal justice experts from academia. This plan recognized the prior false starts to implement community policing in New York City. In fact, community policing in New York evolved without the real infusion of programming and support services in communities that must work in tandem with police officers assigned to patrol defined beats. This pilot addresses that evolution and adopts and adapts elements of successful initiatives applied elsewhere. Community Policing incorporates *quality of life* enforcement because it targets bad actors in a community. Instead of the stick approach, community policing offers a carrot first, and applies the stick where the carrot gets rejected.

The Pilot

The Community Policing Pilot, "CP²" would engage the resources of a concerned community in a partnership with the NYPD to address crime and disorder, including quality of life problems, in a given precinct. CP² provides the NYPD, public officials and the community with a foundation around which to implement community policing in existing precincts throughout the City. In particular, this model, recognizing the success of collaboration with the clergy realized in Boston and the key role of Bronx clergy in maintaining calm after the Diallo verdict, draws on this unique resource which tends to have universal standing and respect among all elements of the community, to obtain the broad-based communal participation and support needed to succeed.

CP² envisions adequate resourcing of each pilot precinct; this includes uniformed and non-uniformed personnel, Radio Motor Patrol cars (RMPs), scooters and bicycles. Deployment of uniformed personnel would follow the requirement to fill patrol needs, including 911 response and defined beat and other identified coverage needs (such as schools, parks, transit hubs, commercial areas.).

CP² involves the community through regular collaboration, including meeting of identified leaders with Precinct Commanders and personnel in collaboratively developing holistic strategies that address crime, disorder and quality of life problems. CP² employs alternative strategies to supplement traditional police strategies; this includes substance abuse prevention, youth programming and job-training and other intervention services (It does not anticipate involving police officers per se in delivering such services.).

CP² requires a commitment from the highest echelons of the NYPD. Without this, police commanders and officers will not embrace CP².

Elements of CP²

To properly configure a model community-policing precinct, the NYPD needs to address issues in a context relating community policing and its own operations and its interaction with the community. The core elements include *Structure, Staffing, Policing, Training, Community Outreach, Community Involvement, Communal Planning, Utilizing Human Services**, and *Engaging Other Agencies* as needed. Each Precinct would create a *Collaborative Leadership Team* ["CLT"] to coordinate its program. A *Community Resources Team* would assist the CLT where additional resources and participation would make sense.

The structure of the pilot includes a commitment from the highest levels at One Police Plaza and City Hall; a decentralization that empowers sergeants and lieutenants to make decisions and supports their decisions; enhanced training for a new kind of police officer who emphasizes a problem-solving approach; and defining the "community" so that the police know who to deal with, who really represents the residents and who really represents the people's wishes that relate to police objectives.

The staffing of the pilot requires the NYPD to identify how many beats to cover and staff at least two variable eight hour shifts (determine with the commanding officer {8-4; 4-12} weekdays; and discern weekend needs; identify number of RMPs needed; deploy more RMPs overnight to offsetting any non-coverage of overnight CPOP tours; identify number of scooters and bicycles; and identify optimum precinct staffing level, using Safe Street/ Safe City targets as minimum basis.

CP² reforms traditional policing with its focus on deterrence rather than response, arrest; summoning; problem-solving; referrals to intervention services; and community outreach.

CP² would "re-train the many cops and supervisors not schooled in community policing. The timetable -- for this retraining and the current program that targets about 30 cops per precinct for a six-month, weekly course -- requires review.

Community outreach expects that NYPD precinct personnel would cover all meetings, stopping in at houses of worships, community programs; maintain an enduring positive presence; encourage community groups representation in Pct. Council; use a website (105th Pct. uses townsunited.com") and other media to disseminate information; and meet with clergy, civic leaders, youth and senior group leaders, and develop and support outreach efforts to youth.

Community involvement expects the NYPD to enlist clergy to encourage community engagement; identify community based organizations to provide needed services to "at risk," "marginals" and "problem" populations (This includes finding out what folks need, including counseling, job-training, job-placement and working with probation.); and use at the precinct levels, a Community Resources Team. The Community Resources Team would include a borough president's designee; Council Members' designee; school representatives (public, private, parochial); District Attorney designee; Human Services agency representatives (as needed); and community organization representatives (as needed).

Communal planning would establish a Collaborative Leadership Team ("CLT") led by the Pct. C.O. ["CLT"] to identify crime and quality life problems; target conditions precinct wide and by neighborhood; and develop and target priority conditions each month. The CLT replaces the old Precinct Management Team ("PMT") and would meet once a month, establish priorities and set up subcommittees as needed. Its members include the Precinct C.O., the Community Board chair or D.M. as decided by the Board; the Precinct Council President or designee; the Clergy Council "moderator"; and Housing and Transit Bureau where appropriate.

The NYPD would utilize Human Services such as schools; youth programs; senior programs; and social services (including Mental Health, Alcoholism and Substance Abuse). It envisions no use of police personnel but anticipates referrals to these agencies for intervention without follow-up by NYPD personnel and the identification of programs and services that the local community, the community board, school board and elected officials should look to establish or expand to address problems that might grow into police matters or become police matters requiring greater attention.

The NYPD would engaging other agencies as needed, including the District Attorney's office, ATIs/ATDs, Legal Aid, Correction, Probation and Parole.