NEIGHBORHOODSTAT
PLAYBOOK

How to Build Government/Community Partnerships to Empower Your Neighborhoods

January 2022 NYC Office of Neighborhood Safety HESTER ST

ACKNOWLEDGEMENTS

Thank you to the residents, community leaders, community based organizations, city agencies and other stakeholders who have contributed to NeighborhoodStat's success and have provided input on this Playbook.

Thank you to the Center for American Progress for supporting the development of this Playbook and for helping to champion NeighborhoodStat.

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"WE WANT TO CENTER THE VOICE OF RESIDENTS IN DECISION-MAKING WHICH AFFECTS HOW THEIR LIVES ARE LIVED

… WE WANT TO CENTER THEIR VOICES AS WE THINK THROUGH SOLUTIONS. CLEARLY, THE GOVERNMENT HAS GOTTEN IT WRONG TIME AND TIME AGAIN, SO WE NEED OTHER VOICES AT THE TABLE, AND THOSE VOICES SHOULD BE PEOPLE WITH LIVED AND PROFESSIONAL EXPERIENCE, AND OTHER TYPES OF EXPERTISE THAT WE NEED TO ELEVATE."

Renita Francois, Mayor's Action Plan for Neighborhood Safety, Office of Neighborhood Safety

MESSAGE FROM RENITA FRANCOIS, EXECUTIVE DIRECTOR OF THE MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY (MAP):

Over the past several years there's been a nationwide call to reimagine public safety, both in definition and ownership. Here in New York City, we began that process 8 years ago; first through the launch of MAP, a comprehensive strategy to reduce crime by addressing the interconnected social stressors that lead to it, and subsequently through the creation of NeighborhoodStat, a community-driven, problem-solving process.

The NeighborhoodStat process connects local expertise of neighbors and community organizations with city agency data and resources to identify strategies that promote safety and greater vibrancy in communities.

Complementary to the goal of an expanded vision for public safety, is the transformation of government into a trusted community partner, capable of being led by the people it serves and poised to respond to the needs identified as most critical to its disenfranchised populations. The NeighborhoodStat process has served as a foundation on which government can build meaningful relationships with communities and develop a mechanism to address inequity, invest in communities, diminish silos and increase coordination of City resources. We hope this guide serves as a tool for your municipality to do the same.

Sincerely,
Renita Francois
Executive Director, Mayor's Action Plan for Neighborhood Safety
Office of Neighborhood Safety

WHAT IS THE NEIGHBORHOODSTAT PLAYBOOK?

THE NEIGHBORHOODSTAT PLAYBOOK IS A HOW-TO-GUIDE FOR INVESTING IN COMMUNITY POWER AND BUILDING A MORE RESPONSIVE GOVERNMENT.

As part of the **Mayor's Action Plan for Neighborhood Safety (MAP)**, the **Office of Neighborhood Safety (ONS)** has been implementing **NeighborhoodStat (NStat)**, an initiative that brings together neighbors, community organizations and government agencies to support safer, more vibrant communities. NStat acknowledges that thriving neighborhoods require a more expansive definition of safety, resident leadership as well as community and government support. This Playbook shares guidance on building an inclusive process that can help government and community come together to build trust, invest in equitable solutions, and strengthen partnerships that are necessary for more fair, just and safe communities.

HOW DO YOU USE THE PLAYBOOK?

ONS worked with residents, community-based organizations and government agencies to create a Playbook that helps stakeholders shape community safety and wellbeing by centering resident leadership and ideas and by bringing stakeholders together to respond to community priorities. While the Playbook builds off ongoing efforts in 17 public housing communities **(New York City Housing Authority [NYCHA])**, it can be utilized for inspiration by any community no matter where you are and how you define safety.

Read the Playbook sequentially, or choose your own adventure! We hope you will find helpful tools, tips and resources to assist you.

Use the Playbook to:
☐ Learn how to get started;
☐ Understand NeighborhoodStat's theory of change;
☐ Ask questions to enhance your own work; and
☐ Get ideas about engagement and evaluating impact.

★ Note: Any **highlighted terms** throughout the Playbook are defined in the Glossary in the Appendix (page 42)

"AGENCIES CAN BE MONOLITHS, BUT TO CONNECT WITH THAT ONE INDIVIDUAL WHO IS WILLING TO BE A CHANGEMAKER TO THINK ABOUT HOW THEY CAN CREATE NEW PROCESSES OR ITERATE ON PROCESSES TO WORK WITH COMMUNITY...
THAT CHANGE IS HUGE."

Layman Lee, Center for Court Innovation

NEIGHBORHOODSTAT PLAYBOOK QUICK GUIDE

We believe NeighborhoodStat (NStat) is a powerful model for building community safety and power. This is a summary from the **NeighborhoodStat Playbook** geared toward helping residents design their own NeighborhoodStat Process. For more information, refer to the **NeighborhoodStat Playbook**.

STEPS TO DESIGN YOUR PROCESS:
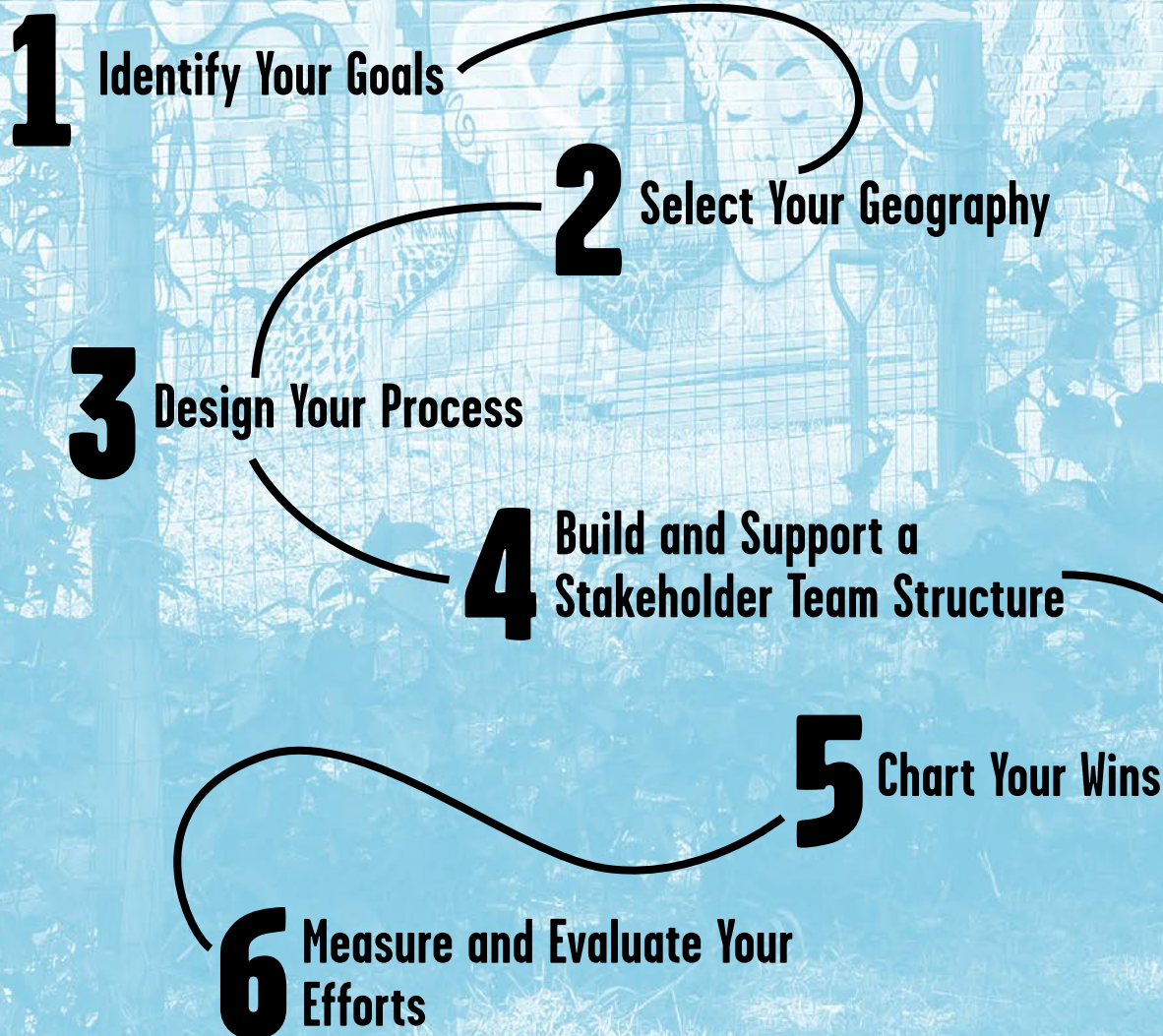
1 Identify Your Goals

2 Select Your Geography

3 Design Your Process

4 Build and Support a Stakeholder Team Structure

5 Chart Your Wins

6 Measure and Evaluate Your Efforts

1 IDENTIFY YOUR GOALS

While violent crime was declining across New York City in 2014, it continued to spike in public housing. The Mayor's Action Plan for Neighborhood Safety (MAP) was created to address this chronic inequity by bringing government stakeholders together to address drivers of crime, and NStat was created to center resident voice and participation in increasing neighborhood safety and well-being. Government must take the first step in investing in meaningful participation and leadership by the communities most impacted by historic disinvestment. To help identify your goals, ask the following questions:

- What are the challenges and inequities you are most concerned or passionate about?
- What changes are you committed to producing? Are they at the local and/or system level?
- Do your goals align with any existing municipal efforts?
- Who are the stakeholders that must be engaged?
    - Who are the residents or resident coalitions that must be engaged?
    - Who are the trusted community partners that must be engaged?
    - Who are the most relevant governmental/agency partners that must be engaged?
    - What existing efforts can you tap into?
- What resources do you have at your disposal?
- How much time do you have?

2 SELECT YOUR GEOGRAPHY

NStat is a place-based initiative, therefore, focusing on specific geographies was important in NStat's development and success. MAP's initial analysis of violent crime rates in NYCHA revealed that 1 out of 5 of those crimes took place in just 15 of NYCHA's 328 developments. These communities became the focus of MAP. To help identify your geography, ask the following questions:

- What are the key indicators of the main issue you are tackling?
- Where is there chronic disparity or inequity? Is there a concentration of various disparities, social stressors or key indicators in a specific place?
- How is your geography defined? For example - precinct, community board, community district, census tract, etc. *Note: consider boundaries in which data is routinely collected; this may help in your future evaluation efforts.*
- What historic data do you have? How long has this condition been in place?
- Are there existing networks of community partners? Or is this an opportunity to build new networks?

3 DESIGN YOUR PROCESS

NStat is an interconnected process between government, community organizations and residents that builds accountability between stakeholders. The process should include regular input and feedback between residents and agencies at local and system levels during meetings with a routine cadence. It may (and should) evolve over time, with multiple touchpoints for prioritization of issues, problem solving, piloting solutions, and reflecting on impact and accountability. You may also choose to start small and scale up. While MAP's NStat is designed to make change at both the local and citywide policy levels, your process should be designed with your goals in mind and may look quite different.

4 BUILD AND SUPPORT A STAKEHOLDER TEAM STRUCTURE

NStat teams are intentionally composed of city agency partners, community implementation partners and resident leaders. NStat is continuously navigating local efforts at each MAP development, as well as issues, policies, and resources at the citywide level. Conversations within and across these teams help elevate needs and drive solutions for the city to adopt. Remember, the government must deliberately design and support teams to include resident experience and the relevant agency and community partners in a position to make change.

Tips for Residents who are Advocating for NStat
- Remember you are not alone. Start sharing your ideas with a friend.
- Join a community group. Tap into existing community groups to help identify overlapping interests and synergies.

Tips for Maximizing Meaningful Participation
- Set clear expectations for stakeholder participation.
- Reduce barriers to resident participation.
- Prioritize resident availability.
- Provide stipends.
- Provide food and childcare.
- Connect residents to technology.
- Make specific asks of agencies, and pull them into the conversation by identifying their priorities and connecting them to resident issues.
- Recognize when the same issues come up repeatedly across multiple geographies and work on a system-level solution.
- Help bridge silos and make connections between government agencies.
- Foster a collaborative team culture.

Tips for Recruiting Residents in the NStat Team
- Utilize multiple forms of communication when engaging with residents and government about joining NStat and sharing progress.
- When recruiting resident team members, ensure that all outreach, including flyers, posters, text messages and social media explicitly state what resources residents will be able to access to help them participate and how their time will be valued.
- Center resident expertise - including both lived and professional experiences.
- Ensure residents have projects they can lead and make meaningful contributions to.
- Carve out space to center youth voices and priorities.
- Acknowledge the contributions and efforts for any team member transitioning out of the team.
- Find ways for long standing team members to mentor newer team members.
- Set clear expectations for stakeholder participation.

5 CHART YOUR WINS

Working toward policy change is slow, hard work, and at times, can be daunting. NStat works to demystify policymaking and prove that policy is any action that shapes or changes how we live. It can range from seemingly simple activities like initiating a conversation with one's neighbors, to door knocking and flyering, or organizing a community Town Hall meeting with elected officials. All of these events help individuals and communities build momentum and lead to collective actions that ultimately drive equitable policy change.

Tips for Stakeholder Teams
- Celebrate successes and milestones, no matter how small!
- Photograph and document progress.
- Circulate news of accomplishments and progress.

6 MEASURE AND EVALUATE YOUR EFFORTS

MAP's data and research team incorporates numerical data with resident stories and experiences. This leads to residents testing hypotheses such as asking if obstructive scaffolding is a contributing factor to local crime hot spots. This has also led to requests from various stakeholders for additional research support.

CORE PRINCIPLES

1. Operate by having government agencies and residents working in tandem. Resident and government priorities can often be viewed as separate. Be strategic and look for the connections between government and resident priorities.

2. Commitment from leadership is critical to building trust and making an impact. Residents are used to being polled about problems, but rarely see those problems addressed, which exacerbates existing mistrust. Without the political will to implement resident priorities, the goal of building trust cannot be met.

3. Coordination and ownership is key to agency involvement and sustainability. Having a staff person committed to one neighborhood or MAP program has proven to be the key to interagency coordination.

4. Listen to residents and center their voices. Each neighborhood MAP development is unique and has their own set of successes and challenges. A blanket approach will not work. NStat has become a responsive initiative by paying attention to residents' needs.

5. Patience is key. It takes time to build a responsive government. Time is well-spent by checking in on priorities, understanding nuances and bringing the right stakeholders into conversations.

6. Get comfortable being uncomfortable. Be willing to change along the way; it is the only way to be truly responsive. In government, there is pressure to get it right the first time, but that is not how it works. It takes iteration and continual recalibration.
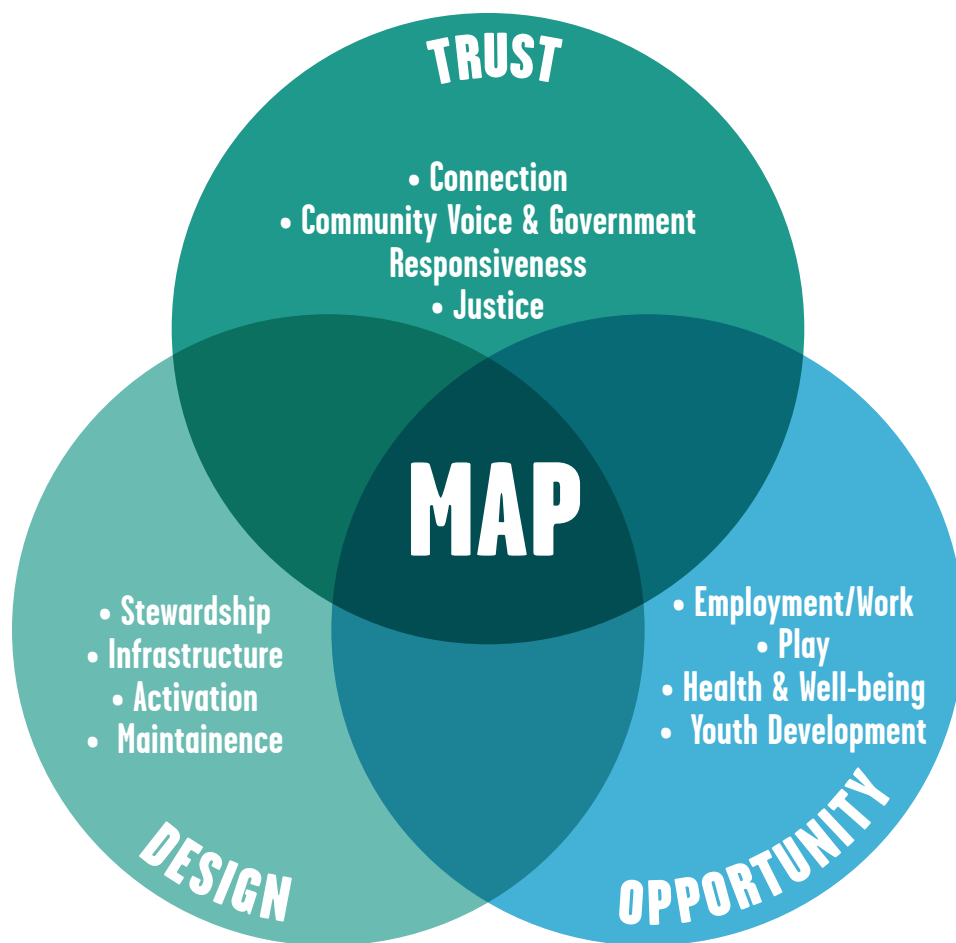
WHAT IS NEIGHBORHOODSTAT (NSTAT)?
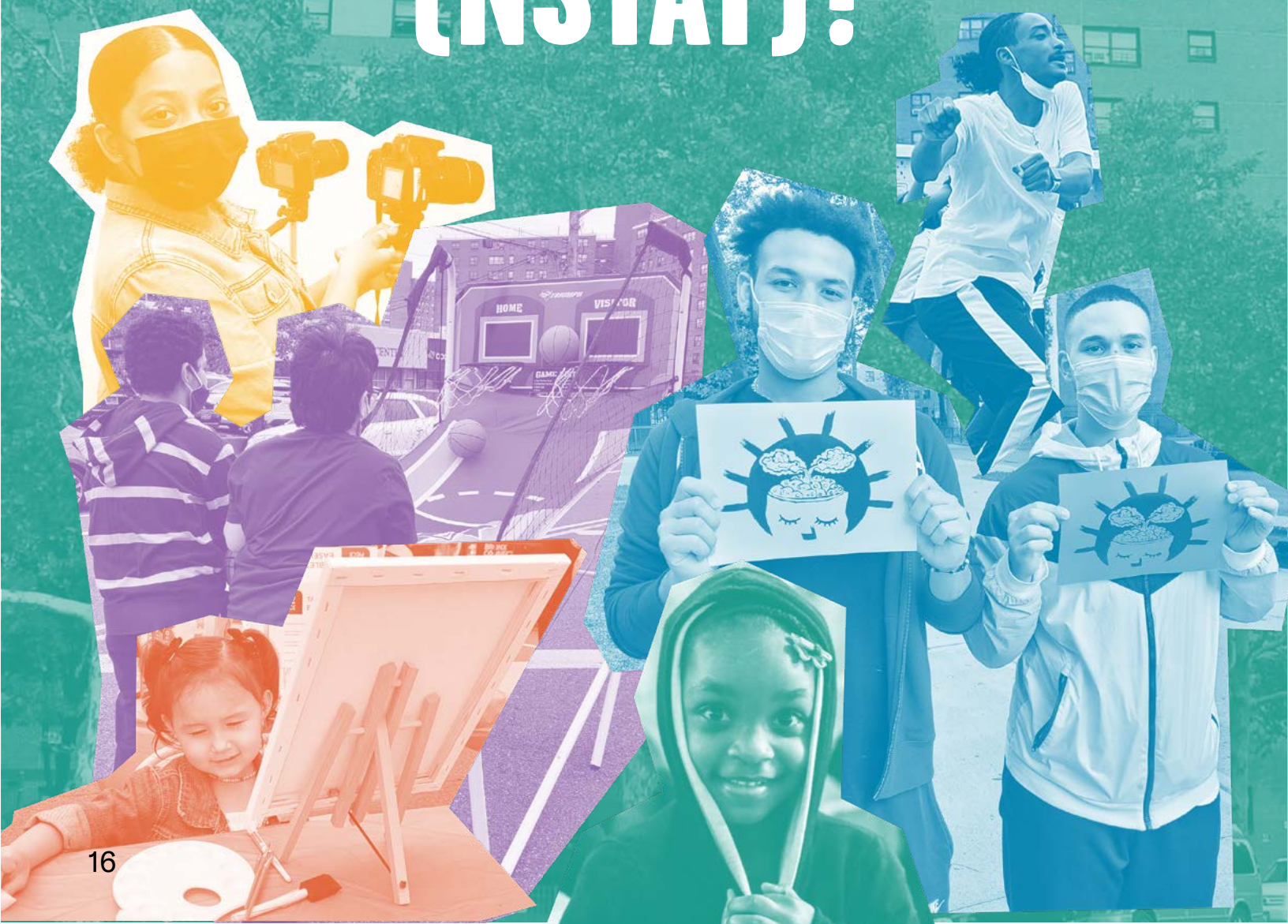
NeighborhoodStat operates through a participatory justice model — applying the concept of community participation to safety and justice issues. Through this approach, citizens experience a higher level of agency, voice and control over the policy process; it is especially meaningful when the participatory democracy process engages voices that are traditionally excluded in society.

Through NStat, a program of MAP, residents work in teams to identify key issues underlying safety and participate with government agencies and community-based organizations in the decision-making to address these priorities.

MAP'S PRINCIPLES

TRUST
- Connection
- Community Voice & Government Responsiveness
- Justice

MAP

DESIGN
- Stewardship
- Infrastructure
- Activation
- Maintainence

OPPORTUNITY
- Employment/Work
- Play
- Health & Well-being
- Youth Development

Opportunity, design and trust are at the heart of each NStat team's community safety and well-being work.

Through NStat, MAP strives to:
Enhance **OPPORTUNITIES** for work, play, health, and youth development;
Promote activated, well-maintained spaces through **DESIGN**; and
Build **TRUST** between neighbors, elected officials and government agencies.

NSTAT'S PROCESS

NStat has proven that shared leadership between residents, community organizations and government partners is a prerequisite to building safe and thriving neighborhoods. Essentially, residents and policy makers come together to share safety priorities at the hyper-local and citywide level, and pursue improvements together. These meetings, the information they generate and the relationships developed through the process are all critical components of MAP's strategy to empower local residents and other key stakeholders, thereby building accountability among decision-makers.
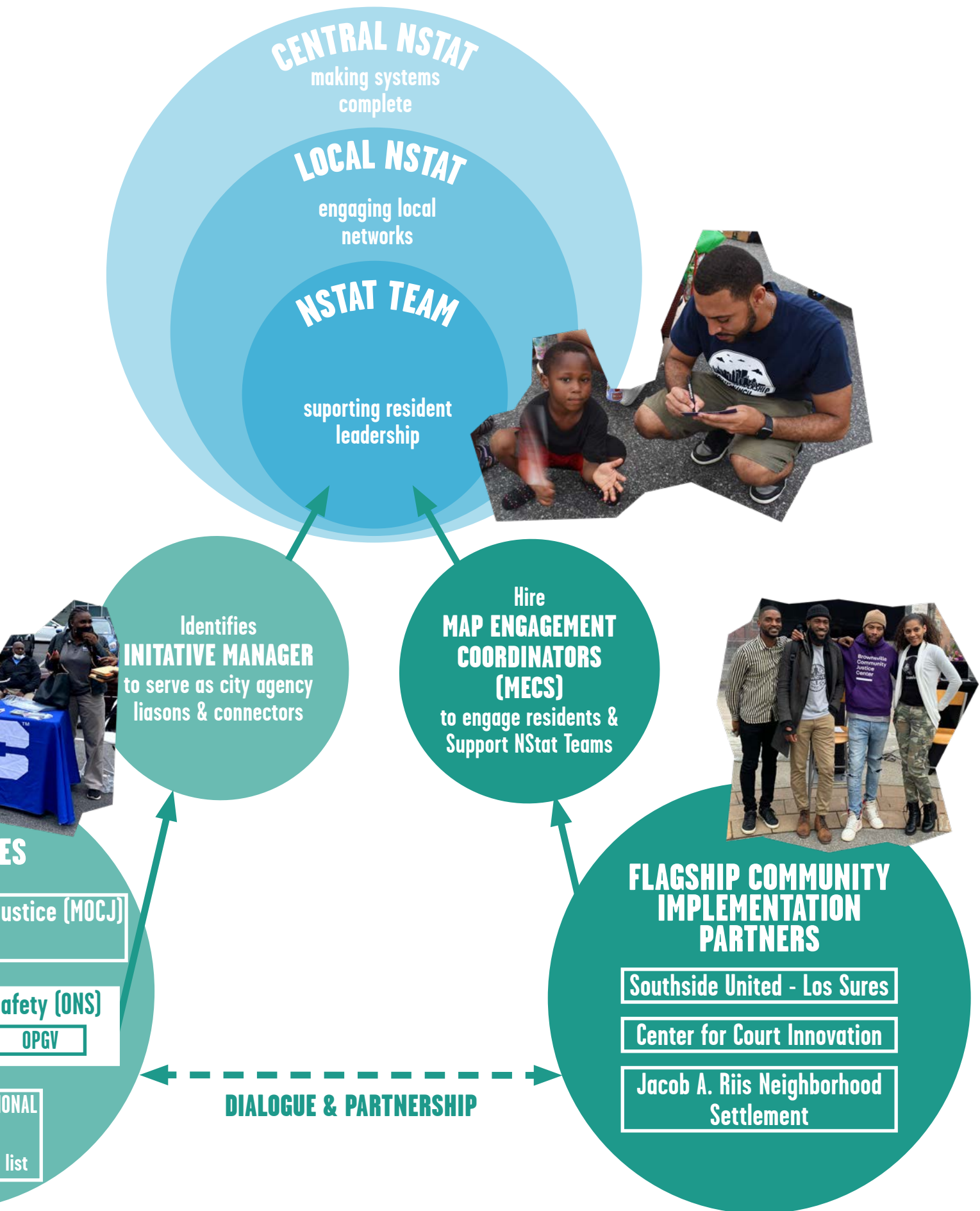
As a mayoral initiative, MAP continuously engages city agencies and taps key officials to contribute to its efforts. Commitment to this initiative is evident from the City and organizational partners who have staff and funds dedicated to the work. Office of Neighborhood Safety (ONS) deliberately invests in and works in partnership with community-based organizations to sustain this work, regardless of changes in government priorities.

NStat is currently implemented in partnership with the Center for Court Innovation (CCI), Jacob A. Riis Neighborhood Settlement and Southside United – Los Sures. NStat's flagship community partners have long histories of working to support people of color and the neighborhoods in which they live. As a result, they provide valuable insights that inform the development of the NStat process. In addition, these organizations hire **MAP Engagement Coordinators (MECs)** who are responsible for identifying resident stakeholders and developing relationships and partnerships at each site. ONS shares in this responsibility by identifying Initiative Managers who co-facilitate teams of residents and partners (known as the NStat Stakeholder Team) who meet regularly to identify public safety concerns, share data, create action plans and implement collaborative solutions.

These NStatStakeholder meetings evolve into **Local NeighborhoodStat (Local NStat) events**, which take place yearly onsite at the development. Here, all residents of the housing developments are invited to engage in the problem solving process and provide feedback on the community-identified priorities. Residents learn about NStat and are introduced to the ways they can participate, including generating solutions and voting on how to spend up to $30,000 for projects (dedicated by ONS for tangible change in each development) that they think will increase safety at the development.

The information generated during Local NStat is used to inform a citywide policy change process called **Central NeighborhoodStat (Central NStat)**. Once each year, resident stakeholder teams escalate issues to senior executives from City agencies that cannot be resolved locally. The ONS team also identifies thematic and persistent issues experienced by residents across geographies. Together, residents and policy makers pursue solutions to the systemic challenges to safety and well-being.

CITY AGENCI

Mayor's Office of Criminal J
City Agency Lead

Office of Neighborhood S

| MAP | ATLAS |

AGENCY & ORGANIZAT
PARTNERS
See Appendix for full

CENTRAL NSTAT
making systems complete

LOCAL NSTAT
engaging local networks

NSTAT TEAM
suporting resident leadership

Identifies
INITATIVE MANAGER
to serve as city agency liasons & connectors

Hire
MAP ENGAGEMENT COORDINATORS (MECS)
to engage residents & Support NStat Teams

FLAGSHIP COMMUNITY IMPLEMENTATION PARTNERS

Southside United - Los Sures

Center for Court Innovation

Jacob A. Riis Neighborhood Settlement

ES

ustice (MOCJ)

afety (ONS)

OPGV

IONAL

list

DIALOGUE & PARTNERSHIP

NSTAT STRIVES TO:

Amplify and empower resident voices

Develop residents' leadership capacity to participate in the planning, implementation, and stewardship of the spaces in their communities

Create opportunities for residents to engage with government decision-makers, access resources and inform policies/decisions that directly impact their lives

Coordinate government services and make them more responsive to resident needs and priorities
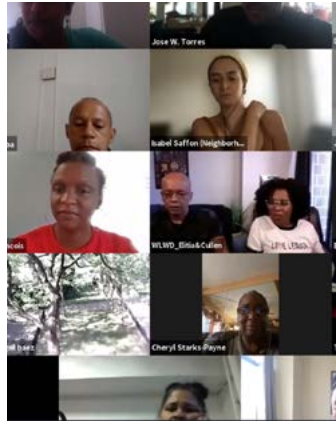
"NSTAT HAS BEEN AN INSTITUTIONAL GAME CHANGER

MAP [HAS] REALLY ALLOWED US TO ACTUALLY START DOING THE THINGS THAT WE AIM TO DO IN TERMS OF TURNING POWER AND DECISION MAKING OVER TO THE COMMUNITY AND NOT BEING MADE BY A GROUP OF EXECUTIVES AT RIIS SETTLEMENT."

Christopher Hanway, Jacob A. Riis Neighborhood Settlement

ALWAYS ITERATING

NStat has been an iterative process that started small and scaled up. MAP launched NStat in April 2016, and continues to make changes to improve engagement and accountability. To date, NStat has had three major iterations - Central NStat 1.0, Central NStat 2.0 and Central NStat 3.0 that are differentiated by their core partners, meeting location and working group structure.

	Central NStat 1.0	Central NStat 2.0	Central NStat 3.0
Core Partners	• Select residents • New York City Housing Authority (NYCHA) • New York City Police Department (NYPD) • Community-based organizations	• More residents • NYCHA • NYPD • Department of Youth and Community Development (DYCD) • Department of Health and Mental Hygiene (DOHMH) • Other agencies • Community-based organizations	• More residents • NYCHA • NYPD • Department of Youth and Community Development (DYCD) • Department of Health and Mental Hygiene (DOHMH) • Other agencies • Community-based organizations
Meeting Location	1 Police Plaza	Baruch University	Virtual
Working Groups	By borough and development	By borough and development with thematic follow up	One large summit and series of groups broken out by topic area (Physical Space, Economic Stability, Health & Well-Being, Safety & Justice, Youth Development)

LEARNING MOMENTS

Diversity of Core Partners

Initially, Central NStat had limited city agency partners. It soon became clear that in order to have substantive conversations that provided a holistic response to public safety and well-being, more agencies had to be part of the conversation, such as the **Department of Health and Mental Hygiene (DOHMH)** and the **Department of Transportation (DOT)**. Since its inception, ONS has worked to include nearly 50 partner organizations including City agencies, social service providers, workforce development programs, community centers, youth engagement programs, economic development partnerships, arts and culture initiatives, food access programs, violence interrupters, and more.

Space is Never Neutral

Central NStat 1.0 was held at 1 Police Plaza, the headquarters of the **New York City Police Department (NYPD)**. Asking Black and Brown individuals to openly share their experiences and views about the NYPD in the NYPD's headquarters without fear of retribution can be traumatizing and does not build trust. It sets in play an imbalance of power even before dialogue starts. Central NStat 2.0 was held in a university meeting space where all stakeholders sat in a circle to minimize hierarchy, and where microphones were literally shared around the room rather than at one podium. Due to COVID-19, ONS and its partners brought Central NStat 3.0 to an online Summit where they hosted 300+ individuals for five hours of energetic conversations and workshops to re-imagine public safety on a city-wide scale.
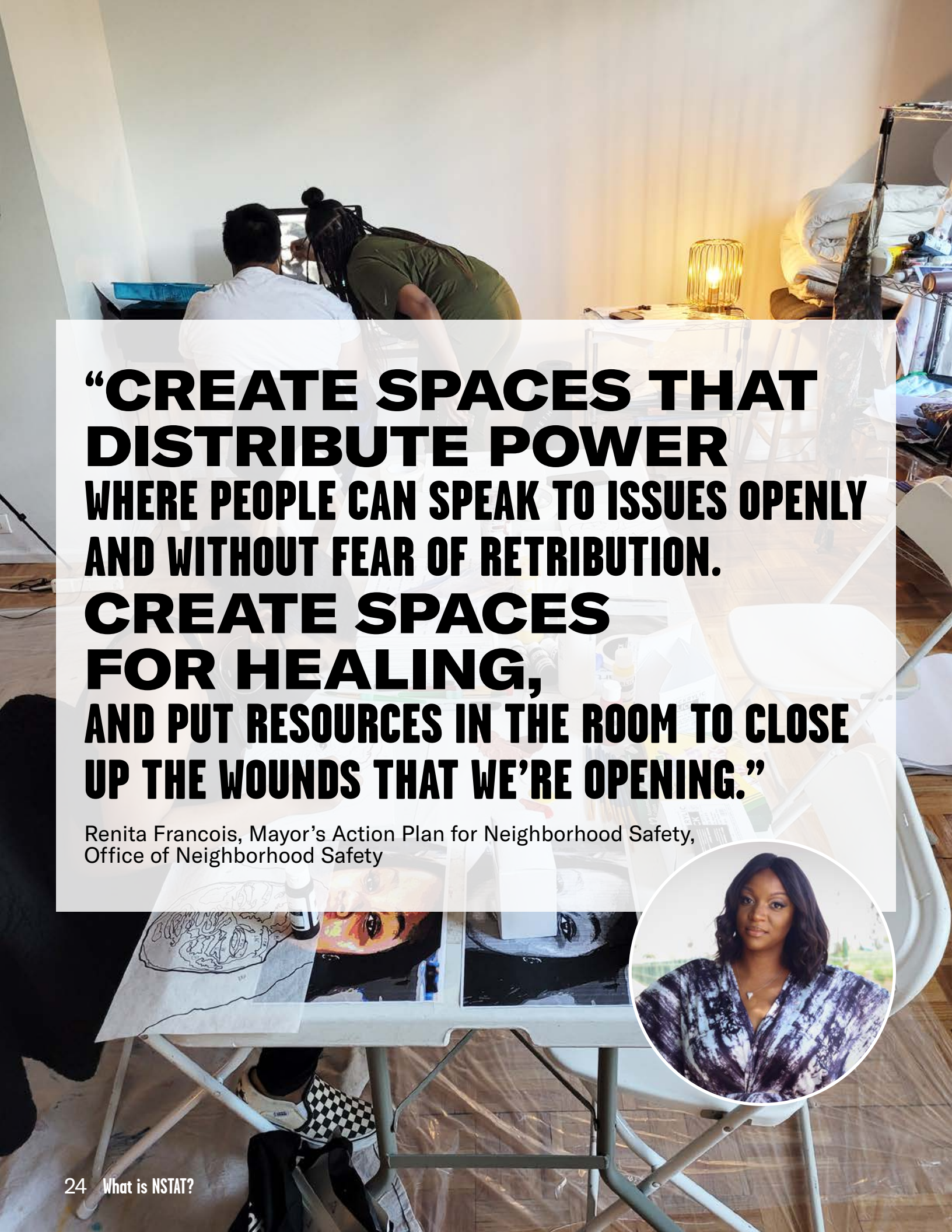
Topic Area Breakouts

The Central NStat Summit was deliberately followed by five smaller working groups. This encouraged residents and partners to drill down on specific focus issues that impact all MAP developments.

"The way that agencies come together to try to address certain situations is very powerful, because normally that is done as organizing at a local level. And with NStat, this is done with agencies — and that is a very big, important, powerful thing."

Jessica Vides-Hernandez, Department of Youth and Community Development

"CREATE SPACES THAT DISTRIBUTE POWER
WHERE PEOPLE CAN SPEAK TO ISSUES OPENLY AND WITHOUT FEAR OF RETRIBUTION.
CREATE SPACES FOR HEALING,
AND PUT RESOURCES IN THE ROOM TO CLOSE UP THE WOUNDS THAT WE'RE OPENING."

Renita Francois, Mayor's Action Plan for Neighborhood Safety,
Office of Neighborhood Safety

A NOTE ON DIFFICULT CONVERSATIONS

Conversations about public safety and law enforcement can be difficult, traumatic and uncomfortable. NStat is grounded in healing, respect, generosity and re-imagination. Not all stakeholders participating in NStat share the same convictions; however, people do appreciate the opportunity to listen, share their ideas and opinions and be invited to participate in an inclusive community process. Here are some tips for having engaging and productive conversations:

Create community agreements
Draft and continue to revisit the community agreements your participants will hold themselves and each other to. Provide a firm reminder when community agreements are not upheld.

Practice generous listening
Listening is about giving and receiving. It is about being curious, casting away assumptions, offering generous questions and not planning what you are going to say next.

Language matters
Words have the power to build up or tear down, to address or overcome conflict, and serve as an invitation to imagine how a just, equitable world should look and function.

Move with patience
These should be intentional conversations.

Dismantling systemic injustice takes time
It took a long time to create systemic injustices, and it will take a long time to undo them.

Create open and accessible spaces
Build trust by creating various entry points for participation both in the physical and conversation space. People will be more willing to share if they feel safe and welcome.

Be okay with the messiness
Conversations about public safety and community well-being will not be resolved with just a few conversations. Unpacking these topics can feel unsettling - beginning conversations is a good start. Sit with and process the discomfort as you work towards solutions.

NSTAT TIMELINE

2016
Central NStat 1.0 launches in partnership with NYCHA and NYPD

2014 - 2016
MAP prototypes Central NStat across (6) NYCHA developments

January 2019
Central NStat 2.0

July 2014
MAP kicks off with the start of the de Blasio Administration

2018
Local NStat 1.0 launches

September 2019
Local NStat 2.0

January 2021
Central NStat 3.0 - NStat Summit - Virtual launch event with resident leaders and policy makers to learn how residents' priorities can influence policy

July 2021
Collective Action Agenda is distributed widely to all MAP communities and city agencies

January 2022
Town Hall - Virtual meeting held to publicly share progress on the Action Agenda

Feb - May 2021
(5) Working Groups convene to create a collective Action Agenda
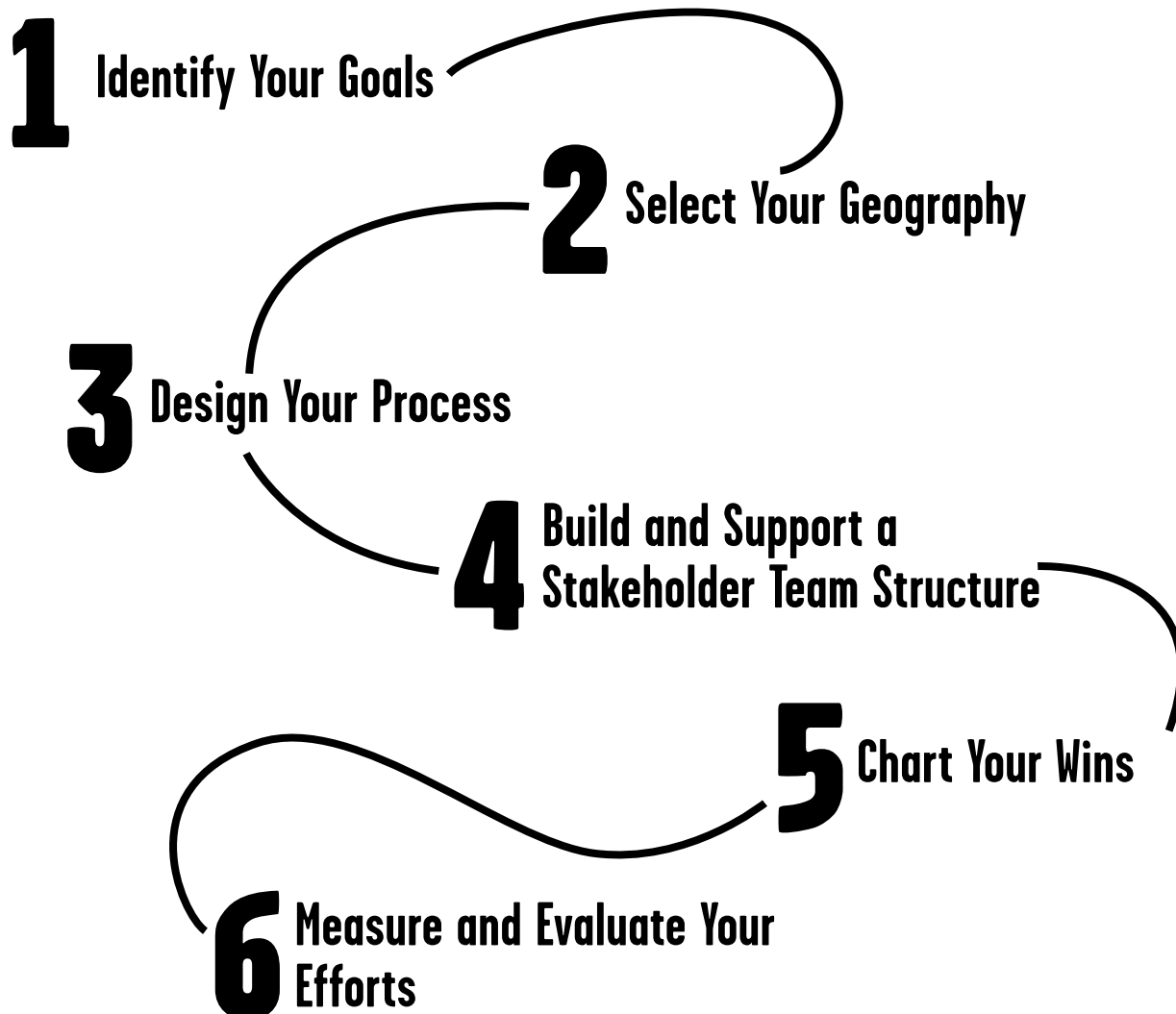

July - Oct 2021
Local NStat 3.0 - In-person events and voting

DESIGNING YOUR OWN NEIGHBORHOODSTAT PROCESS

MEET THE YOUTH
LEADERSHIP COUNCIL!

The Mayor's Office of Neighborhood Safety and the
Neighborhood Safety Initiative launched the Youth Leadership
Council in 2021! Meet the 40+ leaders from NYCHA housing
across the five boroughs!

BOULEVARD YOUTH LEADERS

ENOCH L.

Hello, I'm Enoch, and I am a ___
from Brooklyn. I joined the ___
I can learn more about wh___
in my ___ to

YOUTH LEADERS
COUNCIL
★ N.Y.C. EST. 2021 ★

MAP

The Mayor's Action Plan for
Neighborhood Safety

Boulevard Houses
Brownsville Houses
Bushwick Houses
Butler Houses
Castle Hill Houses
Ingersoll Houses
Patterson Houses
Polo Grounds Houses
Queensbridge Houses
Red Hook Houses
Saint Nicholas Houses
Stapleton Houses
Tompkins Houses
Van Dyke Houses

Whether you are a government agency, a community group or a resident with an emerging idea, and regardless of the scale/scope of your project, we believe NStat's participatory justice approach is a powerful model for building community safety and power.

STEPS TO DESIGN YOUR PROCESS:

1 Identify Your Goals

2 Select Your Geography

3 Design Your Process

4 Build and Support a Stakeholder Team Structure

5 Chart Your Wins

6 Measure and Evaluate Your Efforts

1 IDENTIFY YOUR GOALS

While violent crime was declining across New York City in 2014, it continued to spike in public housing. MAP was founded to address this chronic inequity, and NStat was created to center resident voice and participation in increasing neighborhood safety and well-being.

IS YOUR MUNICIPALITY READY TO BUILD PARTICIPATORY JUSTICE?

QUESTIONS FOR GOVERNMENT AGENCIES & COMMUNITY-BASED ORGANIZATIONS:

Where should the initiative sit?
NStat sits within a Mayoral office because the issue of criminal justice and public safety is expansive and intersectional. The Mayor's Office has the ability to direct other city agencies, coordinate agency responses, escalate issues to City Hall and prioritize resident concerns that other agencies are unable to do. An office with similar intersectionality and ability to tap more stakeholders is ideal.

What resources do you have?
Having resources to respond at the most basic level and put ideas into *quick* action is critical. All talk and no action results in frustration, damaged relationships and distrust. It is unproductive to unearth trauma without the ability to help.

What commitments do you have from leadership and partner agencies?
It is critical that leadership in each participating agency understands how their work fits into public safety and well-being. MOCJ has worked closely with partner agencies to craft a holistic view of public safety that extends beyond crime reduction metrics so that each agency's activities and impacts are explicitly tied to community safety. It is also important to include the agencies that are most accountable and responsive to residents' experiences of safety.

What's your sustainability plan?
Sustainability can take various forms. Decide if it is building resident capacity, advocating for baseline funding or changing how government operates.

How much time do you have?
Be realistic about what can be accomplished in the time allocated. These efforts and conversations move intentionally and may take longer than anticipated. NStat includes short, medium, and long term goals to ensure that action is taken in real time, and that a longer term vision is being supported.

How will you know you're successful?
Understand what you are working towards and how you will evaluate your efforts. This could be through the tracking of existing or traditional metrics or through the creation of new metrics that speak to what you hope to achieve. Remember that both informal and formal channels are valid forms of feedback loops.

> "MAP has allowed me to help people have a voice in their neighborhood and bring changes that they want to see. I am very proud of a couple of young people who joined the team and started to look at their community differently and wanted to make a change. Residents want to see a change in their community and they want to be a part of that change. MAP helps them be a part of the change."
>
> Gwendolyn Wilson, MAP Engagement Coordinator, Queensbridge Houses (former)

QUESTIONS FOR RESIDENTS:

What are the safety and well-being challenges you are passionate about?

You are the expert in your own community's safety. Think about what makes you feel safe/unsafe, and why. Your community's perspectives are important in redefining safety and making lasting change.

Who are your community partners?

No one knows everything, but together we know a lot. Ideas for change and action need to be shared; we are more powerful when we work together.

What existing efforts can you tap into?

Find out who the other individuals or organizations are undertaking similar initiatives. It is often easier to piggyback on existing efforts rather than start something new.

What resources do you have?

Resources are more than money. They can be connections, knowledge, time, access to spaces, and professional and personal experiences. Understanding available resources will help you right-size your efforts as well as identify any gaps.

How much time do you have?

Be honest about how much time and energy you can give and what the time parameters are for accomplishing your efforts.

"Being able to hire and pay dedicated community organizers at each site is part of the special sauce. This is really, in my experience, the first time that there has been an initiative that explicitly says that there needs to be dedicated organizers to connect the community to city agencies because they are there 24/7, and they're from the community, are deeply connected, know best, and in a really short period of time, overcome the the trust building that is needed to affect this large scale change, especially when the the thing that we're trying to effect is really rooted in a lot of trauma."

Layman Lee, Center for Court Innovation
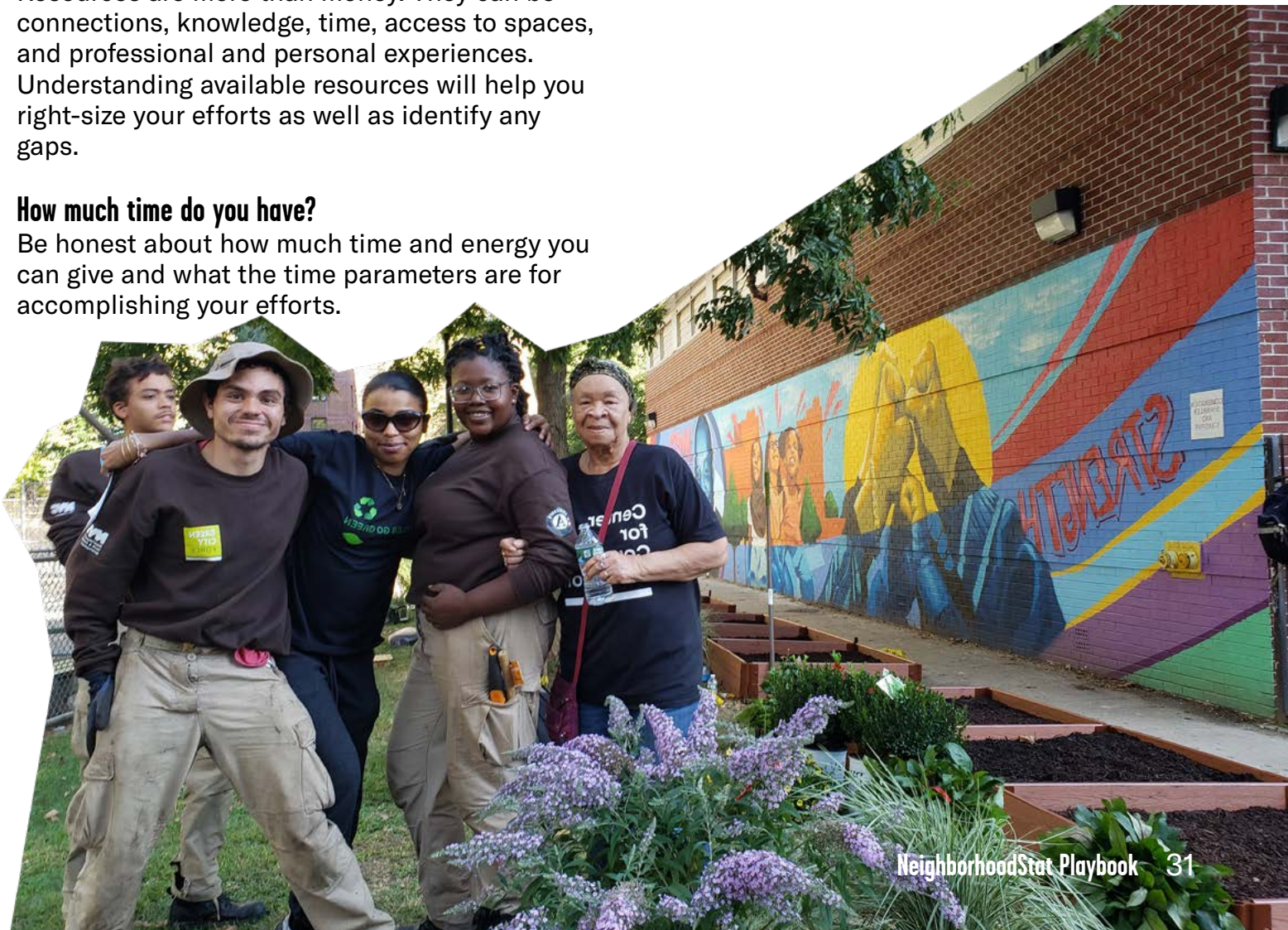
2 SELECT YOUR GEOGRAPHY

NStat is a place-based initiative, and with NYCHA being the largest public housing authority in North America, honing in on specific geographies was critical in shaping efforts. MAP's initial analysis of violent crime rates in NYCHA revealed that 1 out of 5 of those crimes took place in just 15 of NYCHA's 328 developments. These communities became the focus of MAP.

QUESTIONS FOR GOVERNMENT AGENCIES & COMMUNITY-BASED ORGANIZATIONS:

What are your key indicators?
Although NStat's geography was guided by the rates of violent crime in NYCHA developments, this may not work in your community. It is important to keep in mind that every community is different.

Where is there chronic disparity?
Identify where there are chronic disparities and where these disparities overlap. This could be where you direct your focus.

What historic data do you have? How long has this condition been in place?
Determine whether issues are recent or chronic. A response to recent events looks different than tackling decades-old issues.

Are there existing networks of community partners? Or is this an opportunity to build new networks?
Understand where there are existing networks and where there are gaps. It may be beneficial to go where there is momentum, but this may not be the most vulnerable community. When building up an initiative, it is often helpful to test one's model or approach by plugging into existing networks rather than starting from scratch. Discuss if other stakeholders can adapt different aspects of an initiative into their existing frameworks.

"The thing that makes my team unique is that we're all homegrown. We come from all different walks of life, we've all made good decisions, we've all made bad decisions...and it's a blessing to come to my neighborhood and be able to give back...seeing all the smiles is the best part about it. The goal is to get the neighborhood looking good again, get the people feeling good again...As long as there's breath in my lungs, I can do anything. There's no limitations."

Tyquan, Ingersoll Houses Resident

"THE WAGNER HOUSES RESIDENT STAKEHOLDER TEAM MOTTO IS:
A CONNECTED COMMUNITY IS A SAFER COMMUNITY.

MAP GIVES RESIDENTS AN OPPORTUNITY TO HAVE A VOICE IN SEEING THE CHANGE THEY WANT IN THEIR COMMUNITY."

Ramon Caba, Center for Court Innovation

3 DESIGN YOUR PROCESS

NStat is an interconnected process between government, community organizations and residents that builds increased connections and accountability between stakeholders. That process includes:

Team Building and Discussion

Residents meet weekly with dedicated, paid organizers who facilitate conversations, and then meet with CBOs and government agencies once a month. All resident stakeholders are paid a stipend.

Action Plans (Local NStat)

Local NStat is a local participatory process to develop neighborhood priorities, problem solve and create solutions led by the resident stakeholder teams in partnership with city agency partners and CBOs. At each MAP development, an Action Plan is created for that local site where residents identify issues in their community and develop strategies for change on the local level, as well as metrics to track their progress.

Action Agenda (Central NStat)

Central NStat is a process to connect local issues to a city-wide strategy and leads to the co-creation of an Action Agenda for long term policy change with resident stakeholders, city agencies, CBOs and policy makers.

Government Accountability

NStat holds government officials and agencies accountable through its participatory process. Resident teams meet weekly and with agency partners monthly. Government representatives are asked to come to conversations with resources and include staff members who have decision-making authority and an openness to change the status quo.

Much of this accountability comes through coalition-building at NStat partner meetings. Residents, CBOs and partner agencies identify problems and test solutions to provide communities with the tools and resources they need to make their communities feel safe and healthy. Before COVID-19, government agencies met residents at each of the MAP developments. Meeting residents in their own spaces grounded the work within the community.

"I think one of the biggest challenges is having someone continuously dedicated to be part of it and see it through. That's one of the challenges...to make sure that we were present at all times. Although we may have been present in spirit, I think it's important to be present physically."
Jessica Vides-Hernandez, Department of Youth and Community Development

TIPS FOR COMMUNITY-BASED ORGANIZATIONS AND RESIDENTS

1 - Encourage agency flexibility in meeting times. Government partners like to adhere to a 9–5 working day, but this does not always coincide with residents' schedules.

2 - Make specific asks of agencies. Cross-agency collaboration is not always easy or intuitive. Help agencies get creative, and be clear about the ask.

3 -Bridge silos and make connections between government agencies. Help draw connections between similar efforts. For example, on the surface, it was not clear how the **Department for the Aging (DFTA)** contributed to public safety efforts. However, MOCJ helped draw the connection that seniors who serve as primary caregivers keep youth engaged and connected to services and resources, and out of the justice system.

TIPS FOR GOVERNMENT AGENCIES:

Acknowledge the history of planning processes, as well as the successes and challenges in a community. Do your homework and do not add to survey or engagement fatigue.

Examine if an equitable process is being designed. How does it center resident voice? How is power being distributed? How are relationships being built? How are residents being connected to resources and funders? Are you giving credit where credit is due?

Establish firm commitments and agreements from government partners. NStat relies upon accountability and follow-up.

Ensure key agency/ CBO decision makers are at the table. It is not enough to have well-meaning staff members present. Those involved need to be able to provide definitive answers to make policy changes.

Decide how to distribute agency resources. Public housing is not a monolith; understand how your agency will show up at each development. Have the flexibility to go deep in some developments and broad in others.

Ensure quick, tangible wins and a commitment to the long haul. Policy change takes a long time!

Be transparent about what you can and can't accomplish. Blue sky promises are not helpful and erode trust. Be clear about any limitations and manage expectations as both a commitment to oneself and the community.

Develop consistent feedback loops with the community. This shows commitment and builds trust.

Create flexibility in designing your processes. People's needs in Year 3 may be different than in Year 1 and government-involved projects may take longer than you think.

Fund local organizations to build local, social infrastructure. These organizations will be here even if government priorities change.

Be prepared for tough conversations. Be respectful, be intentional and have resources in place to help heal from trauma.

> **"By expanding the way government is thinking about safety...those things can be resourced differently."**
> Marshall Buxton, National Innovation Service

"FROM WEEK TO WEEK SOMEONE'S REACHING OUT...TO FIND OUT WHAT WE'RE DOING AND HOW WE'RE MAKING THE MAGIC HAPPEN IN NEW YORK CITY. IT FEELS SO AMAZING TO ACTUALLY COME TO THAT TOWN HALL (CENTRAL NSTAT SUMMIT), AND SEE ALL OF YOU - BASICALLY THE REST OF THE FAMILY. AND THAT'S HOW IT HAPPENS...

THEY DON'T TRUST THE CITY, BUT THEY TRUST EACH HUMAN, ONE HUMAN AT A TIME."

Cullen Mattox, When Love Works Dynamically

4 BUILD AND SUPPORT A STAKEHOLDER TEAM STRUCTURE

NStat is continuously navigating local efforts at each MAP development, as well as issues, policies and resources at the city-wide level. NStat stakeholder teams are composed of city agency partners, community implementation partners and resident leaders. Conversations within and across these teams help elevate needs and drive solutions for the city to adopt.

ONS is responsible for convening all city partners and holding them accountable. The community implementation partners hire MAP Engagement Coordinators (MECs) who help build networks of resident leaders. Together, ONS and the implementation partners work with 17 stakeholder teams (one team at each MAP site) to build participatory solutions to public safety and well-being. Each team is composed of 15 NYCHA residents along with 10 individuals from city agencies and community organizations. Resident teams are intergenerational and made up of adults, youth and seniors.

TIPS FOR GOVERNMENT AGENCIES & COMMUNITY-BASED ORGANIZATIONS:

Start small, and scale up.

Acknowledge that creating government accountability takes a lot of time from both internal and external stakeholders.

Identify who needs to regularly participate in conversations to move efforts forward.
Consistent participation as well as the authority to make decisions is critical.

Create a diverse team when hiring internal staff and implementation partners.
Get creative when hiring internal staff and implementation partners. Draw from diverse racial and ethnic backgrounds, as well as skill sets and experiences. NStat team members have backgrounds in public health, urban planning, architecture, immigration, social services and community organizing as well as specialize in employment, food sovereignty, arts and culture, and language access.

Ensure the team composition is able to address core challenges raised by residents by taking into account prior processes.
City agencies do not always talk to each other! See what planning processes are already in motion to help identify who should be part of your initiative's agency network and what resources may be available.

> "Most people want to be involved in their communities, but life commitments can get in the way. People are parents, people work, people may be retired. Young people have school...MAP has recruited stakeholder teams by taking the approach of reducing the barriers to resident participation."
>
> Erica Mateo, Center for Court Innovation (former)

TIPS FOR RESIDENTS

Remember you are not alone.
Start sharing your ideas with a friend.

Join a community group.
Tap into existing community groups to help identify overlapping interests and synergies.

TIPS FOR COMMUNICATION

Utilize multiple forms of communication when communicating with residents.
NStat simultaneously uses web posts, text blasts, resilience seminars (during COVID-19), newsletters, word of mouth, lobby meetings and street meets.

Ensure that all outreach, including flyers, posters, text messages and social media explicitly state what resources residents will be able to access to help them participate and how their time will be valued.
This includes:
- Prioritizing resident availability
- Providing stipends
- Providing food and childcare
- Connecting residents to technology
- Centering resident expertise — including both lived experience and professional experience
- Ensuring residents have projects they can lead and make meaningful contributions to

Create a team culture.
- NStat team members are easily identified by their matching t-shirts and hoodies. This builds morale, is a source of pride and signals to the individual and community that collective work is taking place.
- Team huddles conclude every NStat event where team members praise each other and lift up the best parts of events and meetings.

Carve out space to center youth voices and priorities.
Provide freedom for youth to create, plan and execute their own projects.

### Acknowledge the contributions and efforts for any team members transitioning out. Take time to thank those who have participated and publicly acknowledge their contributions.

Find ways for long standing team members to mentor newer team members. This builds agency and creates a sustainable leadership model.

Set clear expectations for stakeholder participation. Providing clarity will manage expectations, offer accountability and purpose.
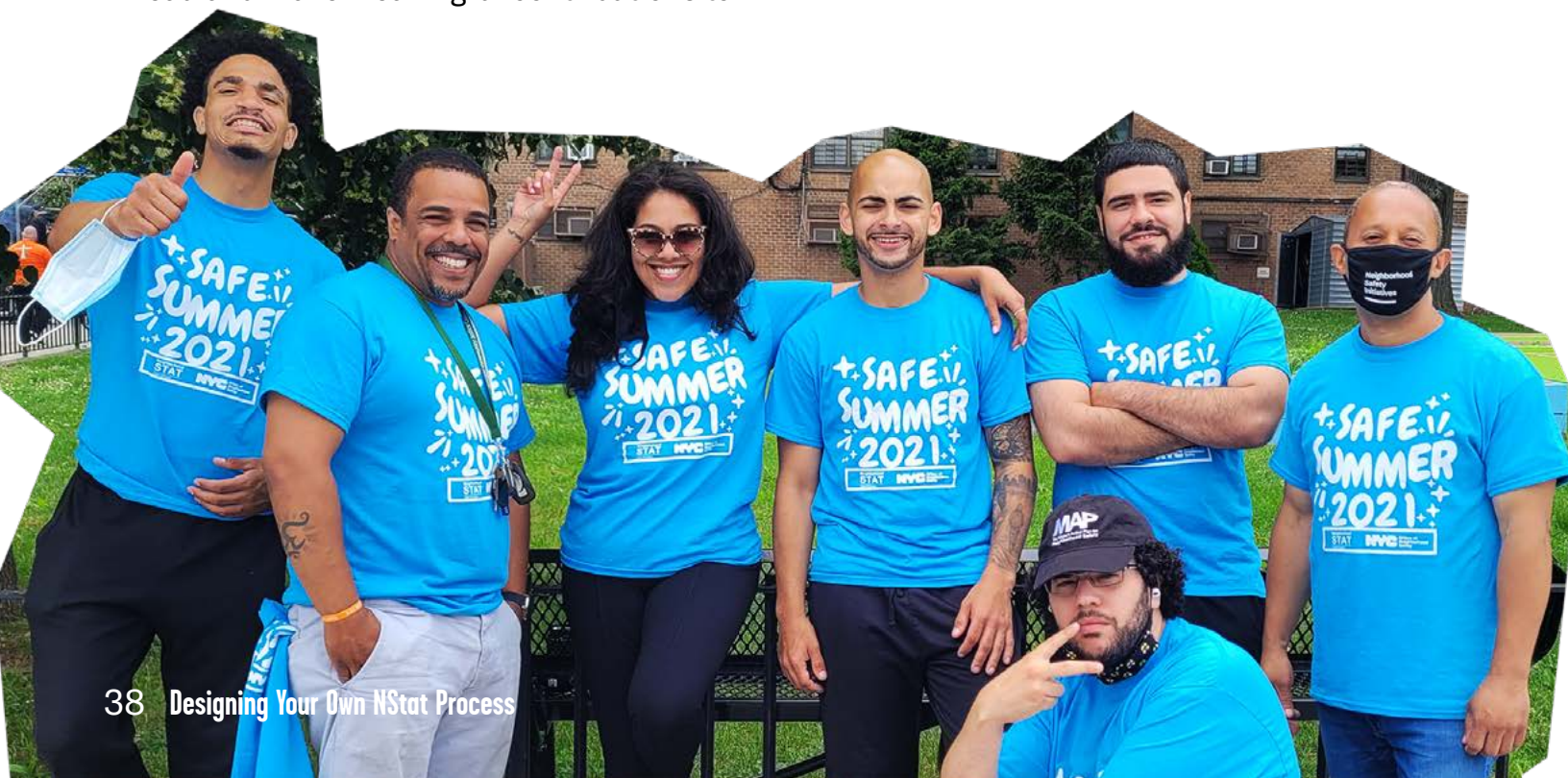
QUESTION FOR GOVERNMENT: DO WE NEED AN IMPLEMENTATION PARTNER?

Implementation Partners
- Provide local credibility offering a network of relationships - can overcome suspicion of government
- Offer greater flexibility and nimbleness to hire, spend funds, make decisions and execute
- Operate with political independence - not beholden to whims of government priorities or changes in administration

Government-Led (no Implementation Partner)
- Offers greater clarity about commitment from the top
- Provides direct trust-building with government - no intermediary
- Embeds initiative as a government function, rather than a program

LEARNING MOMENT

Since the MAP initiative takes place on NYCHA's grounds, NYCHA was initially the sole physical space agency partner when NStat launched. However, we realized that to fully realize the residents' needs, we needed to recruit additional agencies. By bringing in agencies like the Department of Transportation, the Department of Parks and Recreation, the Department of Sanitation and the Department of Cultural Affairs into conversations early and often, NStat was able to have quick wins for long awaited resident-requested improvements such as sidewalk repaving and trash pick-up. Speedy coordination and action between agencies built early credibility between NStat and residents.

PARTNERSHIP SPOTLIGHT: NSTAT & NYCHA & CCI

Delma Palma is the primary liaison between NYCHA Capital Projects and NStat at NYCHA. She also acts as the lead coordinator across NYCHA's different departments needed for approval of proposed physical space alterations generated in the NStat Action Plans. With Palma's coordination, NStat, CCI and NYCHA have been able to help residents make transformative changes to NYCHA's built environment. Recommendations from Palma include:

- Approve a primary agreement to make physical space improvements to NYCHA possible. Palma recounts, "We got through that legal hurdle which I think for city agencies is big because that takes away a lot of the fear of the liability, and you're able to do what you really want to do, which is make change."
- Draft a standard procedure for stakeholder engagement on all NYCHA capital projects. This memorialized that NYCHA had to engage, not only the resident association, but also other residents at NYCHA.
- Explore creative ways to use space that makes all partners comfortable from a safety, liability and maintenance standpoint.
- Designate more than one person to liaison and coordinate between large agencies and departments. This used to fall solely on Palma, but is now spread across several individuals and departments at NYCHA.
- Establish consistent coordination and communication on projects. NStat, NYCHA and CCI continue to have bi-weekly meetings that serve as problem-solving sessions and connection points.

Delma Palma, New York City Housing Authority

MAP YOUTH LEADERSHIP COUNCIL

In addition to serving on NStat teams, MAP identified that youth need their own space to feel comfortable and openly discuss what is impacting them.

The pilot year of the MAP Youth Leadership Council brought together 50 NYCHA residents between the ages of 16-21, who live in 17 MAP developments, to set and achieve social justice goals. The Youth Leadership Council is dedicated to uplifting young voices to define community safety and well-being. MAP continues to position youth leaders as advocates for safety in their communities and throughout New York City.

"IT'S A BLESSING TO COME TO MY NEIGHBORHOOD AND BE ABLE TO GIVE BACK... SEEING ALL THE SMILES IS THE BEST PART ABOUT IT. AS LONG AS THERE'S BREATH IN MY LUNGS, I CAN DO ANYTHING. THERE'S NO LIMITATIONS."

Tyquan, Ingersoll Houses Resident

5 CHART YOUR WINS

Working toward policy change is slow, hard work and at times, can be daunting. NStat works to demystify policymaking and prove that policy is any action that shapes or changes how we live. It can range from seemingly simple activities like initiating a conversation with one's neighbors, to door knocking and flyering, or organizing a community Town Hall meeting with elected officials. All of these events help individuals and communities build momentum and lead to collective actions that ultimately drive equitable policy change.

TIPS FOR GOVERNMENT AGENCIES, COMMUNITY-BASED ORGANIZATIONS AND RESIDENTS

Celebrate successes and milestones, no matter how small!

Resident leaders model this well by debriefing and giving each other kudos after an event or meeting. An expression of gratitude or acknowledgement of a job well done goes a long way.

Circulate accomplishments and progress.

NStat has active social media accounts amplifying opportunities and resident efforts. This brings visibility to the work and is a way to loop the larger community into NStat.

Photograph and document progress.

Showcasing in-progress and completed projects has been critical for having conversations with city agencies, funders and residents. For NYCHA Capital Projects, it has been important to pass documentation along to other partners, including the NYCHA Real Estate Department, as a way to bring resident voices to the table from the beginning and to provide project precedents.

"There is this accountability piece of it, and I think that is very powerful. You have the people's voice — you had all the resident leaders there, you had young people there, you had other people, and it's like they're calling out for help because they're looking for this and that...The ability to bring that into action, and then hold agencies accountable made me realize that there's a form of organizing on a local level and there's a whole other form of organizing that is bigger and possible. It IS possible to do it on a macro level, where you have red tape."

Jessica Vides-Hernandez, Department of Youth & Community Development

TOOL: POLICY EVENT ANALYSIS

MAP and CCI staff prioritized creative, virtual-friendly, and easily accessible engagement tools to use throughout the Summit and Working Group sessions. To help participants map out components of the Action Agenda, Rasmia Kirmani, an independent consultant and partner to NStat with deep knowledge of NYCHA, developed and introduced an exercise called "**Policy Event Analysis**." Kirmani emphasizes that, "... charting your work, mapping the work that you are doing builds confidence and makes us realize that we have the power to determine what happens in our communities."

Introduced by Kirmani at the NeighborhoodStat Policy Summit and exercised throughout Working Group sessions, Policy Event Analysis is rooted in the belief that anyone can make or change policy. Participants throughout the process were emboldened to flip the narrative and take ownership of change for their own communities. The practice allowed stakeholders to break down "Policymaking" with a capital "P," by identifying specific actions that could be taken at any level by any one individual, agency or partnership.

Rasmia Kirmani, Consultant

STEPS FOR POLICY EVENT ANALYSIS

1. Grab materials on hand: pens, markers, sticky notes, sketch pad
2. Write down (on a big sketch pad) the policy change(s) that residents and partners want to see. Tape to the wall so you can visually chart those changes.
3. Identify specific actions (as "policy actions") that can be taken at any level by any one individual, agency or partnership. Write them down on sticky notes and arrange on sketch pad.
4. Invite participants to move around policy events and toss what does not work.
5. Reflect and repeat.
6. Celebrate the small wins.

6 EVALUATE YOUR EFFORTS

Innovative community-based data and research helps track NStat's progress and provides the team with feedback and areas for growth. MAP creates a mutual exchange between MOCJ and NYCHA residents and incorporates resident feedback and solutions from those closest to systemic racism and its inequities. MAP is pushing the boundaries on public safety's data culture by veering away from traditional crime data and centering metrics and methodologies for centering community power.

MAP's data and research team navigates between qualitative and quantitative analyses. MAP project managers use New York City Police Department (NYPD) data to facilitate stakeholder meetings with resident leaders, NYPD officers, agencies and CBOs. This leads to residents combining the data with their own experiences to test hypotheses such as asking if obstructive scaffolding is a contributing factor to local crime hot spots. This has also led to requests from various stakeholders for additional research support.

MAP has been fortunate to have an in-house data and research team, as well the ability to bring in external evaluation teams including the John Jay Research and Evaluation Center, NORC at the University of Chicago and the National Innovation Service. NStat's program metrics are:
- Reviewed quarterly with agency partners and the NStat program team
- Analyzed to reveal any programmatic or research gaps

While NStat's evaluation process is continually evolving, data to date supports that MAP is working. In a survey measuring resident perceptions of community safety and well-being in MAP versus non-MAP sites, the following indicators were higher in MAP sites:
- Awareness of social supports
- **Collective efficacy**
- **Social cohesion**
- Trust in government
- Willingness to engage in government
- Perceptions of safety
- Perceptions of justice

"Who has control? What do you want from other people to take action? And listen, those answers can be WE have the control, WE the Community have the power. When we think about other people, other entities and agencies and organizations, what relationships do we want to create so we can move this agenda forward?"

Rasmia Kirmani, Independent Consultant

EVALUATION IN PRACTICE: SUMMER YOUTH EMPLOYMENT PROGRAM (SYEP)

The **Summer Youth Employment Program (SYEP)** provides summer jobs for NYC youth. As part of MAP's youth development work, MAP secured an agreement with the NYC Department of Youth and Community Development (DYCD) to hold job slots for MAP youth.

Between 2014-2020, MAP youth received 15,000+ summer jobs. From the recruitment process to eventual placement, the following metrics were collected:
- Recruitment goals
- Number of applications received
- Number of youth who were placed in summer jobs

MAP received weekly data updates from DYCD, and this information was passed along to community partners and NStat Resident Stakeholder teams to help shape outreach efforts. This coordinated effort resulted in enrollment of 80% of applicants in the SYEP.

EVALUATION IN PRACTICE: COVID-19 NEEDS ASSESSMENT

When the COVID-19 crisis struck NYC, NYCHA communities were disproportionately affected. From mid-April to the end of June 2020, **Neighborhood Safety Initiatives (NSI)** COVID Relief work included coordinating food, water, cleaning and personal hygiene supplies for 1,000 high-risk households weekly, while also leveraging MAP city agency partners and CBOs to match resident needs with citywide relief efforts. Over 10,000 deliveries were made in this city-wide effort, and a robust surveying effort took place to identify needs such as:

- Access to internet
- 1:1 case management
- Employment losses
- Personal hygiene supplies

- Drinking water access
- Cleaning supplies
- Food insecurity
- Personal protective equipment

The survey is currently in its third iteration and serves as a referral mechanism to connect residents to CBO and agency partners.

CHALLENGES

Over-reliance on crime data.

ONS has had to persuade decision-makers to move away from traditional crime data when discussing community safety. These data sets do not recognize systemic causes, policy failures or unmet needs and do not account for the innovative MAP interventions rooted in community conditions and engagement.

Innovative efforts initially have limited data.

NStat has created a new model for public safety and well-being. Traditional metrics do not meet programmatic needs, and the NStat team has had to develop and adopt new metrics.

Frustration is part of the learning process.

MAP could not have predicted what would and would not work with NStat. Deciding what metrics to collect is a continually evolving process, and has resulted in both internal and external frustrations from both NStat teams and decision-makers as metrics have iterated and evolved. However, this has been part of the learning process in prototyping what works.

> "People's perceptions and feelings are data points. People's lived experiences are data points."
>
> Renita Francois, Mayor's Action Plan for Neighborhood Safety, Office of Neighborhood Safety

TIPS FOR RESIDENTS

Reflect if time and efforts result in the intended impacts. High effort activities take more time but may not always have the greatest impact for change.

Document successes and challenges to build collective knowledge and muscle memory. Consider evaluating the strategies to reach your goals by sorting your strategies into the grid below.

	HIGH IMPACT	LOW IMPACT
HIGH EFFORT	challenging	discard
LOW EFFORT	implement	possible
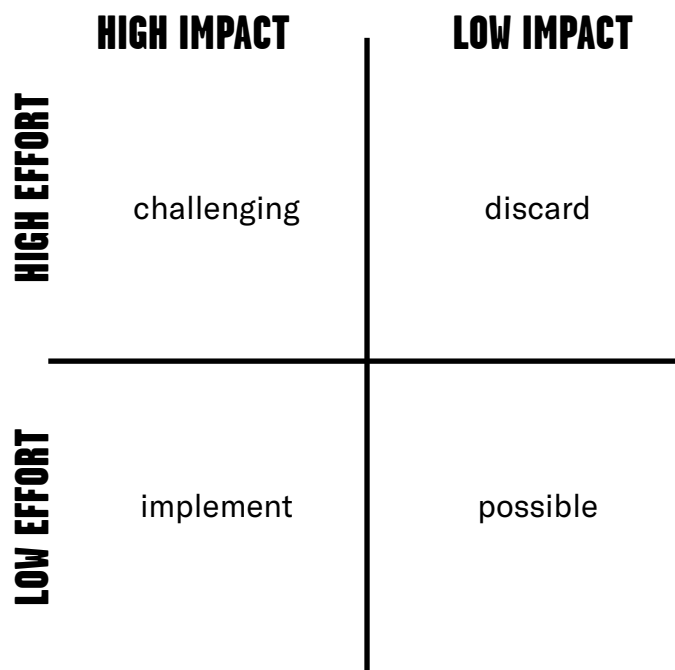
TIPS FOR GOVERNMENT AGENCIES, COMMUNITY-BASED ORGANIZATION

Start collecting data as early as possible and in all key phases of an initiative.

Engage all levels of staff to understand data.
Data has relevance for everyone from high level decision makers to organizers on the ground.

Understand how current data collection will inform longer term outcomes.

Contextualize crime data and identify alternative metrics.
Look to other fields including public health and political science to examine the intersectional nature of public safety and for ways to track participation and engagement. Expand crime data considerations to look at misdemeanors, not just indexed crimes for a fuller picture.

Right-size your data strategy.
Engage researchers, programming staff and constituents early on to determine what to measure before program activities commence. Decide on data that helps tell your community's story.

Consider different methods of data collection.
Surveys, focus groups, social media, 1:1 conversations and more. What is the right method for the individuals you are engaging?

Iterate with community expertise.
NStat takes a qualitative and quantitative approach. Stories go a long way and are critical in informing efforts.

Use program data as a diagnostic tool.
Where are the wins? Where are there gaps? How can data be used to launch into deeper conversations?

> **"Community organizers are the original researchers."**
> Dr. Josie Hahn, Mayor's Office of Criminal Justice (former)

Be mindful of politics, budget and timing.
There are pressures from term-limited government administrations to show immediate data and results. From MAP, there is the inherent tension between needing to report out, and not wanting to draw conclusions too early. In addition to having executive buy-in, involve budget staff in data conversations, as timing on budget decisions can be unpredictable, and it is helpful to have budget staff in the room to understand the data.

Ensure data is accessible.
Make sure the layout of data is visually accessible and that key terms are defined. Train key staff to explain trends over time.

> **"Crime data doesn't recognize policy failure or needs not met. Community safety is about more than crime."**
> Jeremy Cherson, Mayor's Action Plan for Neighborhood Safety, Office of Neighborhood Safety (former)

CONSIDERATIONS FOR SELECTING AND WORKING WITH A RESEARCH PARTNER

Vet potential research partners to make sure they are values aligned and have a deep understanding of the initiative and its nuances. Unconventional research needs innovative partners who want to help you tell your story on your terms.

Identify when miscommunication happens and be direct in discussing what is working and what is missing. Research can confirm hypotheses, but it can also uncover new areas of inquiry. In the midst of energetic conversations, frequently check-in to make sure everyone is still on the same page.

Acknowledge who has the answers to the questions being asked. Skilled researchers will let the community lead.

Hire Black and Brown-led researchers for Black and Brown communities. Prioritize local knowledge, lived experiences and community ties. First-hand awareness of existing power inequities and systemic violence and trauma is critical for working in Black and Brown communities and makes the conversations and research richer.

Ensure research is user-friendly with clear language and visuals. Sharing the research back with the community is a must. Clarity in language and visuals will help in understanding.

"No one wants to be part of a group where it feels like they're not contributing...Create small tangible wins for folks to tap in and stay engaged. People want to see that their efforts are making progress regardless of how small it is. Small tangible wins help retain a team, keep them riled up, and also helps to build a team because when you get those wins and other people see you winning, everyone wants to be part of a winning team. And then sometimes you don't win, but that's ok because you put in the work and have some equity built up. People recognize you're trying, and they expect you to keep trying."

Erica Mateo, Center for Court Innovation (former)

NOTE

NIS is a Black-led research organization. When planning their approach, research and proposals, they allocate 30% of the budget back to the community to compensate community members for giving their time and energy.

HOW DID ONS KNOW NSTAT WAS WORKING?

"A lot of the questions and conversations that I'm having with the community tells me that they're grasping it and taking in everything that we're doing, and it's not going unnoticed. So it just makes me want to know what's next, how are we going to partner together and make this continue to happen?"
Jessica Kallam, CAMBA, Inc.

"In government, it's a lot of justification of something working. And so being able to serve as nimble models of creating change within our own systems was really helpful... the work MAP is doing is continuously being validated...for instance when the Monitor read that (community engagement) procedure and it's like, this is great, we should be implementing this, we should be elevating this. So it just keeps reiterating the fact that the work that's being done and the connections that it's triggering are positive."
Delma Palma, NYCHA

"This is the first group that we were able to see community and action...we could learn someone's name and see him again...I love how no matter what we did, no matter what month it was, we were able to get some feedback from the people we were serving up. Talking to ONS every week was helpful because it was our first time partnering with an agency that really values those touch points and it really helps build and solidify that relationship."
Elitia Mattox, When Love Works Dynamically

NSTAT EVALUATION IN THE FUTURE

MOCJ has been working with Columbia University to analyze social media activity in MAP developments and the National Innovation Service (NIS) to develop metrics that will serve as community power indicators to better capture the community networks, assets, leadership and partnerships. These metrics are being developed into a community tool by John Jay Research and Evaluation Center (JohnJayREC) and other critical research partners to further make data transparent and accessible.[1] A sample list of community power indicators can be found in the Appendix.

[1] Read more about community power indicators in the forthcoming *Safety & Thriving Report* by National Innovation Service, https://www.safetymetrics.nis.us/.

"Anecdotal information really does help inform a lot of our research. Data will be taken to stakeholder meetings and trigger discussion with the community who will then have more questions. This will lead to broader questions of what kind of data are we receiving? How can we integrate that? How can we reflect these lived experiences? How can we find them in our data?"

Alexius Marcano, Mayor's Action Plan for Neighborhood Safety, Office of Neighborhood Safety

Community safety is something that can be built affirmatively. This means that we cannot simply measure safety with crime data. That's why NeighborhoodStat must be measured by the holistic improvements made by each stakeholder team, accountable agencies, and the Office of Neighborhood Safety.

Tara Singh, Mayor's Action Plan for Neighborhood Safety, Office of Neighborhood Safety

"Too often the government engages community input to check a box. How do you shift design and planning so it's community-centered rather than government-driven?"

Tamara Greenfield, Mayor's Action Plan for Neighborhood Safety, Office of Neighborhood Safety

"PARTNER MEETINGS ARE A PROBLEM-SOLVING SPACE...SOMETIMES THE SPACE CAN BE UNCOMFORTABLE, BUT THAT'S WHAT IT MEANS TO SHOW UP...
YOU NEED TO GET COMFORTABLE WITH TRYING INNOVATIVE APPROACHES TO PUBLIC SAFETY."

Naudia Williams, Mayor's Office of Criminal Justice

CORE PRINCIPLES

NStat is, and will continue to be, a work in progress. Communities are not stagnant and government, if truly responsive, should not be either. Below are key takeaways from ONS and their agency partners about implementing NStat:

1. Operate by having government agencies and residents working in tandem. Resident and government priorities can often be viewed as separate. Be strategic and look for the connections between government and resident priorities.

2. Commitment from leadership is critical to building trust and making an impact. Residents are used to being polled about problems, but rarely see those problems addressed, which exacerbates existing mistrust. Without the political will to implement resident priorities, the goal of building trust cannot be met.

3. Coordination and ownership is key to agency involvement and sustainability. Having a staff person committed to one neighborhood or MAP program has proven to be the key to interagency coordination.

4. Listen to residents and center their voices. Each neighborhood MAP development is unique and has their own set of successes and challenges. A blanket approach will not work. NStat has become a responsive initiative by paying attention to residents' needs.

5. Patience is key. It takes time to build a responsive government. Time is well-spent by checking in on priorities, understanding nuances and bringing the right stakeholders into conversations.

6. Get comfortable being uncomfortable. Be willing to change along the way; it is the only way to be truly responsive. In government, there is pressure to get it right the first time, but that is not how it works. It takes iteration and continual recalibration.

"WE WANT TO ACKNOWLEDGE THAT THIS IS A COMMUNITY SPACE, THAT THE POWER IN THIS ROOM IS SHARED, THAT EVERYONE IN HERE HAS A VOICE, THAT WE WANT TO HEAR THAT VOICE AND THAT WE WANT TO BE FOCUSED ON SOLUTIONS."

Renita Francois, Mayor's Action Plan for Neighborhood Safety, Office of Neighborhood Safety

RESOURCES
& APPENIDIX

RESOURCES

For more information about NStat, check out the resources below:

MAP Case Study
https://map.cityofnewyork.us/wp-content/uploads/2020/03/1-MAP-Case-Study_Final.pdf

Measuring Community Safety in New York
https://www.safetymetrics.nis.us/

NeighborhoodStat 2021: Action Agenda
https://map.cityofnewyork.us/wp-content/uploads/2021/08/2021_ActionAgenda_FINAL_PAGE-1.pdf

NeighborhoodStat: Strengthening Public Safety Through Community Empowerment, Center for American Progress
https://www.americanprogress.org/issues/criminal-justice/reports/2019/10/02/475220/neighborhoodstat-strengthening-public-safety-community-empowerment/

NStat Summit Workbook
https://map.cityofnewyork.us/wp-content/uploads/2021/01/NSTAT-Summit-Workbook.pdf

Safe Places, Active Spaces: A Community Playbook for Transforming Public Spaces in Your Neighborhood
https://map.cityofnewyork.us/wp-content/uploads/2020/03/Safe-Places-Active-Spaces.pdf

For more information, contact Office of Neighborhood Safety at ONS@cityhall.nyc.gov

APPENDIX
GLOSSARY

Action Plans: Programmatic or physical space projects that resident stakeholder teams at the MAP developments generate, scope, and implement in response to their communities' priorities. They include physical space improvements such as gardens and lighting installations, and social programs such as youth mentoring and entrepreneurship workshops.

Atlas: Partnership initiative between the Mayor's Office of Neighborhood Safety (ONS) and United Way of New York City (UWNYC). Using a strength-based approach, Atlas invests in individuals and communities to increase safety and enhance networks central to community well-being. Atlas is not mandated by any court: it is a voluntary program that will help ensure individuals who are released on their own recognizance return to court. Atlas promotes well-being and overall public safety by investing in trusted grassroots, community-based organizations and place-based strategies in neighborhoods that have historically borne the brunt of violence and over-enforcement in our city.

CCI: Center for Court Innovation
https://www.courtinnovation.org/

Central NeighborhoodStat: Central NStat identifies thematic issues across MAP communities, prioritized by residents, and brings them to the table shared by residents, community-based organizations, and City agency leadership, all of whom are responsible for policy change. The annual Central NStat process facilitates dialogue between community members who have the deepest knowledge and expertise about local conditions and City policy-makers who are in a position to make system-wide change in response to the resident priorities.

Collective Efficacy: A community's belief that they can make change.

DFTA: Department for the Aging
https://www1.nyc.gov/site/dfta/index.page

DOHMH: Department of Health and Mental Hygiene, https://www1.nyc.gov/site/doh/index.page

DOT: Department of Transportation
https://www1.nyc.gov/html/dot/html/home/home.shtml

DYCD: Department of Youth and Community Development (DYCD)
https://www1.nyc.gov/site/dycd/index.page

GLOSSARY CONT.

ONS Initiative Manager: Initiative Managers develop strategic partnerships with City agencies and community organizations in service of the safety priorities within key ONS geographies.

Local NeighborhoodStat: A series of in-person events, implemented annually in partnership with the Center for Court Innovation, designed to engage a greater number of development-residents in proposing local solutions for safety and wellbeing with dedicated funding attached.

The Mayor's Action Plan for Neighborhood Safety (MAP): An initiative led by the Mayor's Office of Neighborhood Safety (ONS), strives to build community safety and power proactively by enhancing opportunities for work and play, health and well-being and youth development; promoting well-designed spaces that are active and maintained; and improving trust between neighbors and with a responsive and just government. https://map.cityofnewyork.us/

The Mayor's Office of Criminal Justice (MOCJ): The New York City Mayor's Office of Criminal Justice works to promote safety, fairness and to reduce unnecessary incarceration in New York City. https://criminaljustice.cityofnewyork.us/

MEC: MAP Engagement Coordinator

NeighborhoodStat (NStat): MAP's fundamental organizing process, through which partner agencies and residents come together for joint problem identification and the testing of solutions that enable system-wide change. MAP partners with the Center for Court Innovation, Jacob A. Riis Neighborhood Settlement, and Los Sures to provide the support of **MAP Engagement Coordinators (MEC)** in each development. The MEC assists the resident team in issue identification and solution generation, and co-facilitates with ONS Initiative Managers, a Stakeholder Team of residents, agencies, and organization partners that meet monthly to reflect on safety issues and to execute solutions.

NSI: Neighborhood Safety Initiatives https://www.courtinnovation.org/programs/neighborhood-safety-initiatives

NYCHA: New York City Housing Authority https://www1.nyc.gov/site/nycha/index.page

NYPD: New York City Police Department https://www1.nyc.gov/site/nypd/index.page

Office of Neighborhood Safety (ONS): Established in 2019, the Office of Neighborhood Safety (ONS) combines the efforts of the Mayor's Action Plan for Neighborhood Safety (MAP), the Office to Prevent Gun Violence (OPGV), and Atlas to strengthen community safety, healing and well-being and ensure that residents have access to the robust resources that enable communities to thrive. The ONS approach centers New Yorkers in democratizing public safety, removing systemic barriers, and working with their network of residents and community leaders to ensure that more New Yorkers have the agency and ability to define public safety for themselves. As such, ONS relies on the experience and expertise of the community as guiding principles and is committed to ensuring equitable futures for NYC's historically disenfranchised neighborhoods. https://criminaljustice.cityofnewyork.us/programs/ons/

Office to Prevent Gun Violence (OPGV): OPGV is the backbone of New York City's efforts to work with New Yorkers to create peace and prevent gun violence by coordinating the city's various anti-gun violence initiatives, amplifying community-based intervention and prevention services, and introducing technological solutions to prevent gun violence to create safe, empowered and interconnected communities in New York City. https://www1.nyc.gov/site/peacenyc/index.page

Policy Event Analysis: Iterative tool developed by Rasmia Kirmani that visually charts the path to policy change through everyday actions.

Social Cohesion: Measures the strength of relationships, creates a sense of belonging and solidarity and promotes trust among members of a community.

SYEP: Summer Youth Employment Program https://www1.nyc.gov/site/dycd/services/jobs-internships/summer-youth-employment-program-syep.page

SAMPLE NSTAT PROCESS CYCLE

NStat Local Process	Continuous	Weekly NStat Resident Meetings by Development	Residents meet to build collective power and discuss issues important to their development.
	Continuous	Monthly NStat Stakeholder Team Meetings (Residents & Partners) by Development	Stakeholder teams discuss issues specific to their development, brainstorm solutions, and make connections with community partners and city agencies.
	July - Oct	Local NStat Events and Engagement	Residents shape safety priorities, vote for their favorite projects and inform project ideas.
	Nov - Feb	Finalize Projects and Get Approvals	Team works with residents and subject experts to finalize project details.
	March - June	Execute Winning Project	Winning project is implemented.
Central NStat	Jan	NStat Summit	Launch event with resident leaders and policy makers to learn how residents' priorities can influence policy.
	Feb - May	Working Groups	Working groups around health and well-being, safety and justice, economic stability, physical space and youth development form and help develop a collective Action Agenda.
	Jul	Action Agenda	A collective Action Agenda is distributed widely to all MAP communities and city agencies.
	Dec - Jul	Tracking and Evaluation	NStat team ensures the Action Agenda is being implemented and accomplished. Progress will be publicly shared.
Reflect and reset for continued community safety efforts.			
Re-start Local NStat process.			

COMMUNITY POWER INDICATORS

BASE BUILDING

Base building describes activities meant to engage and expand participation and strengthen relationships. **These indicators measure participation across MAP activities that engage residents in participatory processes and events.**

Sample indicator	Indicator measurement	Currently collected?
Resident footprint	Ratio of residents engaged in MAP activities/ the number of residents eligible to participate	No
Attendance	# of unique participants in MAP activities	Participation is collected but not unique participation
Return engagement	Rate of returning participants in MAP activities	No

RESIDENT VOICE

The ability for residents to formally articulate safety issues and plans for consideration. **These indicators track MAP's process for engaging residents to articulate issues and plans.**

Sample indicator	Indicator measurement	Currently collected?
Action plan creation	# of action plans	Yes
Issue identification	# of issues identified through participatory processes	Yes
Idea generation	# of ideas contributed in participatory processes	Yes
Investment decisions	# of decisions made about the investment of public funds	Unclear
Resident perception of process	Do residents see their needs and solutions reflected in the action plans?	No

COMMUNITY CAPACITY

Base building describes activities meant to engage and expand participation and strengthen relationships. ***These indicators measure participation across MAP activities that engage residents in participatory processes and events.***

Sample indicator	Indicator measurement	Currently collected?
Capacity building	# of participants in workshops and skill-building opportunities	Yes
Policy working group attendance	# of residents who participated in policy working groups	Yes
Resident facilitation	# of residents who participated in policy working groups	Yes
Resident stakeholder team attendance	Rate of attendance in stakeholder meetings for resident stakeholder members	No
Resident stakeholder team tenure	Average tenure of resident stakeholder team members	Yes
Resident & staff perceptions of capacity	Measurement of capacity over time. A survey is recommended.	No
Resident perceptions of skills	Do residents feel like they have the skills and knowledge to participate?	No

GOVERNMENT ACCOUNTABILITY

Government responsiveness to individual needs through service connections, as well as to the community-level issues raised by residents. *These indicators reflect the activities that MAP undertakes to make the government more accountable, as well as the responsiveness of government agencies to the issues that residents raise through MAP.*

Sample indicator	Indicator measurement	Currently collected?
Agency responsiveness to complaints	% of complaints addressed (by agency)	Some data exists, e.g. Civilian Complaint Review Board complaint data.
Agency responsiveness to service connections	% service connections facilitated by MAP that result in enrollment in benefit/assistance (by agency or program) % service connections that result in referral to a program that's a better fit (by agency or program)	Yes
Progress on resident-identified priorities	Have the appropriate government agencies taken action in response to the priorities and issues identified (in action plans and other forums)?	Yes
Action plans identified	Were the action plans fully implemented?	Yes
Investment in resident projects	# of dollars available for resident investment (through grants and contracts)	Yes
MAP relationship building	% of desired policy/need areas where MAP has agency connections	No
MAP staff perception of agency relationships	Does MAP have the agency relationships necessary to respond to resident needs?	No
Resident perception of service value	Were resident needs addressed through service enrollment? What needs are not being addressed?	No

EXERCISED POWER

The ability for residents to see their recommendations implemented, and to direct government investments and programmatic and policy decisions. ***These indicators track the longer-term impact of MAP's work in supporting the development of community power.***

Sample indicator	Indicator measurement	Currently collected?
Resident perception of power within MAP	Do residents have the leadership opportunities they want within MAP programs?	No
Resident perception of participatory governance impact	What are the impacts of participatory governance on their community?	No
Resident perception of program influence	What action steps has the government taken to change programs or create new programs based on their priorities and guidance? (Regular tracking.) Have programmatic changes been made or new programs created based on their priorities and guidance? (Annual tracking.)	No
Resident perception of policy-making power	What action steps has the government taken to change policy or create new policies based on their priorities and guidance? (Regular tracking.) Have policy changes been made or new policies created based on their priorities and guidance? (Annual tracking.)	No

NSTAT AGENCY + ORGANIZATIONAL PARTNERS

Agency Partners

Department for the Aging (DFTA)

Department of Health and Mental Hygiene (DOHMH)

Department of Parks & Recreation (DPR)

Department of Probation (DOP)

Department of Social Services/Human Resources Administration (DSS/HRA)

Department of Youth and Community Development (DYCD)

Mayor's Office of Immigrant Affairs (MOIA)

NYC Housing Authority (NYCHA)

NYC Police Department (NYPD)

NYCHA Office of Resident Economic Empowerment & Sustainability (REES)

NYCHA Resident Associations

Office of Workforce Development (WKDEV)

Small Business Services – Workforce1

Organizational Partners

CAMBA

CASES

Center for Community Alternatives, Inc.

The Children's Aid Society

Children's Village

Community Mediation Services, Inc.

Community Counseling & Mediation

Directions for Our Youth

East Side House Settlement

El Barrio's Operation Fightback

Exodus Transitional Community

Good Shepherd Services

Grand Street Settlement

Green City Force

Harlem Children's Zone

Harlem Commonwealth Council

Institute for Mediation and Conflict Resolution

Italian American Civil Rights League

Jacob A. Riis Neighborhood Settlement

John Jay College of Criminal Justice

Kips Bay Boys & Girls Club

Living Redemption Youth Opportunity Hub

Los Sures/Southside United

Madison Square Boys and Girls Club

New York Center for Interpersonal Development

New York Peace Institute

New York Psychotherapy and Counseling Center

Osborne Association

Police Athletic League

Progress Playbook

Research Foundation of CUNY/ Medgar Evers

Riseboro Community Partnership

Safe Horizon

SCAN-Harbor

Sheltering Arms

Staten Island JCC

Gerard Carter Center

St. Nick's Alliance

United Activities Unlimited

United Way

University Settlement

When Love Works Dynamically

NYC

Office of Neighborhood Safety

The Office to **Prevent Gun Violence** | The Mayor's Action Plan for **Neighborhood Safety** | Atlas

Stay Connected. For updates on our initiatives, follow us on Instagram at **@nstatnyc** and visit **map.cityofnewyork.us.**