

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 Chamber - City Hall

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

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

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

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

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

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

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

[sound check, pause]

CHAIRPERSON GIBSON: [gavel] Good

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

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

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

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

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

1 COMMITTEE ON PUBLIC SAFETY 8

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

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

12 DEPUTY COMMISSIONER TUCKER: I do.

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

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

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

19 DEPUTY COMMISSIONER TUCKER: How's that?

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

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

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

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

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

Whether the measure we—whether the measure we use is

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

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

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

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

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

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

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

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

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

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

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

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

CHAIRPERSON GIBSON: Uh-huh, right.

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

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

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

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

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

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

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

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

CHAIRPERSON GIBSON: [interposing] Okay.

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

CHAIRPERSON GIBSON: Right.

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

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

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

DEPUTY COMMISSIONER TUCKER: [interposing]

Oh, yeah, no that's what we'll do. We'll contact them, and we--

CHAIRPERSON GIBSON: [interposing] Okay.

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

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

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

DEPUTY COMMISSIONER TUCKER:

[interposing] Right.

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

DEPUTY COMMISSIONER TUCKER: Not that I know.

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

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

CHAIRPERSON GIBSON: [interposing] Our public safety world.

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

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

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

CHAIRPERSON GIBSON: [interposing] Immediate assistance.

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

CHAIRPERSON GIBSON: Right.

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

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

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

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

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

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

DEPUTY COMMISSIONER TUCKER: January 2017.

CHAIRPERSON GIBSON: Okay.

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

CHAIRPERSON GIBSON: Okay.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6 CHAIRPERSON GIBSON: Yes, discretionary,
7 right.

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

11 CHAIRPERSON GIBSON: Uh-huh.

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

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

CHAIRPERSON GIBSON: [interposing] And women.

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

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

3 CHAIRPERSON GIBSON: Good morning.

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

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

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

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

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

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

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

CHAIRPERSON GIBSON: Okay.,

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

CHAIRPERSON GIBSON: Right.

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

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

CHIEF BOYCE: Correct.

CHAIRPERSON GIBSON: Right?

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

CHAIRPERSON GIBSON: Uh-huh.

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

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

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

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

CHAIRPERSON GIBSON: Okay.

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

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

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

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

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

CHIEF BOYCE: Every PSA school.

CHAIRPERSON GIBSON: Oh, every PSA.

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

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

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

CHAIRPERSON GIBSON: Sure.

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

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

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

CHAIRPERSON GIBSON: Okay.

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

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

CHIEF BOYCE: New White Shields who are—

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

4 CHIEF BOYCE: New White Shields who are--

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

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

9 CHAIRPERSON GIBSON: Right, okay.

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

12 CHAIRPERSON GIBSON: Okay.

13 CHIEF BOYCE: --we should have them.

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

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

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

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

CHAIRPERSON GIBSON: Okay.

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

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

CHAIRPERSON GIBSON: Thirty-two.

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

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

CHIEF BOYCE: [interposing] 27 tops.

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

CHIEF BOYCE: So 33.

CHAIRPERSON GIBSON: Okay, 33.

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

CHAIRPERSON GIBSON: Okay.

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

CHAIRPERSON GIBSON: Okay.

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

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

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

14 DEPUTY COMMISSIONER TUCKER: Good
15 morning.

16 CHIEF BOYCE: Good morning.

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

25 CHIEF BOYCE: Thank you.

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

CHIEF BOYCE: Probably a number of things like--

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

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

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

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

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

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

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

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

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

CHIEF BOYCE: Yeah.

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

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

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

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

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

8 COUNCIL MEMBER LANCMAN: [interposing]

9 The discretion starts after captain, right?

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

12 COUNCIL MEMBER LANCMAN: Right

13 CHIEF BOYCE: Yes.

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

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

20 COUNCIL MEMBER LANCMAN: Right.

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

22 COUNCIL MEMBER LANCMAN: [interposing]

23 That's for some of them.

24 CHIEF BOYCE: Right.

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

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

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

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

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

CHIEF BOYCE: [interposing] Sure.

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

CHIEF BOYCE: Absolutely.

COUNCIL MEMBER LANCMAN: Thank you.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CHIEF BOYCE: Yeah.

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

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

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

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

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

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

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

DEPUTY CHIEF VEGA: [interposing] And women in the Detective Bureau they--they are the best in the world.

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

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

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

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

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

23 DEPUTY CHIEF VEGA: That's collective. So
24 what we have is so I had 21 homicides from prior
25

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

COUNCIL MEMBER WILLIAMS: Okay.

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

COUNCIL MEMBER WILLIAMS: [interposing]

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4 DEPUTY COMMISSIONER TUCKER: No.

5 CHAIRPERSON GIBSON: Okay.

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

15 CHAIRPERSON GIBSON: Okay.

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

24 CHAIRPERSON GIBSON: [interposing] Right.
25

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

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

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

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

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

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

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

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

MALE SPEAKER: Yes, multiple factors.

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

CHAIRPERSON GIBSON: You guys make it sound so easy.

DEPUTY CHIEF VEGA: It's not easy.

DEPUTY COMMISSIONER TUCKER: No, it isn't.

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

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

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

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

CHIEF BOYCE: That's correct.

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

CHIEF BOYCE: In the Bronx.

CHAIRPERSON GIBSON: In the Bronx.

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

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

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

4 CHAIRPERSON GIBSON: [interposing] Right.

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

7 CHAIRPERSON GIBSON: Yes.

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

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

13 CHIEF BOYCE: The Bronx Homicide Squad--

14 CHAIRPERSON GIBSON: [interposing] Okay.

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

19 CHAIRPERSON GIBSON: [interposing] Okay.

20 CHIEF BOYCE: --five years.

21 CHAIRPERSON GIBSON: Oh, okay.

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

2 CHAIRPERSON GIBSON: Okay.

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

5 CHAIRPERSON GIBSON: [interposing]
6 Absolutely.

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

8 CHAIRPERSON GIBSON: [interposing] Yeah.

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

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

13 CHIEF BOYCE: [interposing] We do.

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

15 CHIEF BOYCE: Personally.

16 CHAIRPERSON GIBSON: Okay.

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

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

25 CHIEF BOYCE: [interposing] Still people.

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

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

CHAIRPERSON GIBSON: Right.

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

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

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

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

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

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

DEPUTY COMMISSIONER TUCKER: Thank you

CHIEF BOYCE: Thank you.

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

COUNCIL MEMBER RODRIGUEZ: Thank you.

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

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

centuries. So, you know, we have leaders. Mayor de Blasio I believe that not because of what he thinks right now, but because he was here and found for it. He assisted on the major bills and other leaders say we need to provide more opportunity for everyone. But, to me when we talk about diversity, you know, it's not only to see an increase of the new men and women who apply in those units that are the best units, and those units where more people what to be part of it. Those are the areas where I think that we need to create, continuing creating the best pipeline. We have seen increase. I can say my own community in Northern Manhattan. I can--yes the precinct (sic) was here at that time it was '34. From there on I can say that the 33 today is the prison where we have inspectors or captains are ample in charge, and he replaced another person who was Latino and White. So this is the new thing that we have seen. Areas where we didn't see the diversity of people who live in those areas to be representing their leadership. The 34 also we have seen numbers of more Latinos being expected in 34. At the same time that the safety has not been compromised. As you know, I say--you say I used to be a police officers,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DEPUTY COMMISSIONER TUCKER: Thank you.

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

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

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

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

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

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

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

DEPUTY CHIEF VEGA: [interposing] No.

COUNCIL MEMBER GENTILE: --8 police officers--

DEPUTY CHIEF VEGA: [interposing]
Absolutely no.

COUNCIL MEMBER GENTILE: --for an entire precinct.

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

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

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

-

DEPUTY CHIEF VEGA: Yes.

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

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

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

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

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

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

DEPUTY COMMISSIONER TUCKER: Yes.

COUNCIL MEMBER GENTILE: Thank you.

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

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

DEPUTY COMMISSIONER TUCKER: How many?

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

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

CHAIRPERSON GIBSON: 7-0?

DEPUTY COMMISSIONER TUCKER: 7-0, 15.95%.

CHAIRPERSON GIBSON: Okay.

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

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

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

CHAIRPERSON GIBSON: Do we have them?

Okay.

DEPUTY COMMISSIONER TUCKER: I can get you that.

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

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

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

CHAIRPERSON GIBSON: Right.

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

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

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

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

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

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

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

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

CHAIRPERSON GIBSON: [interposing] Okay.

DEPUTY COMMISSIONER TUCKER: --continue to evaluate it.

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

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

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

DEPUTY COMMISSIONER TUCKER:

[interposing] Oh, no.

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

DEPUTY COMMISSIONER TUCKER:

[interposing] Yeah, that's right.

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

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

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

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

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

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

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

CHAIRPERSON GIBSON: Capacity

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

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

CHAIRPERSON GIBSON: Right.

DEPUTY COMMISSIONER TUCKER: And so--

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

DEPUTY COMMISSIONER TUCKER:

[interposing] Yeah.

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

DEPUTY COMMISSIONER TUCKER: Right.

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

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

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

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

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

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

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

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

CHAIRPERSON GIBSON: You guys have never been before.

DEPUTY COMMISSIONER TUCKER: Yeah.

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

DEPUTY COMMISSIONER TUCKER:

[interposing] Right.

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

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

DEPUTY COMMISSIONER TUCKER: Yeah, but I-

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CHAIRPERSON GIBSON: [interposing] More work to come.

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

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

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

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

[pause] [background comments]

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

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

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

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

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

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

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

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

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

CHAIRPERSON GIBSON: [interposing] Sure.

TIM PIERSON: --any questions of me?

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

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

TIM PIERSON: Yes.

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

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

CHAIRPERSON GIBSON: Right.

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

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

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

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

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

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

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

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

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

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

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

TIM PIERSON: We have not gotten it.

CHAIRPERSON GIBSON: Okay.

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

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

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

CHAIRPERSON GIBSON: [interposing] The follow up.

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

CHAIRPERSON GIBSON: Right.

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

CHAIRPERSON GIBSON: [interposing] Right.

TIM PIERSON: --no information.

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

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

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

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

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

TIM PIERSON: Right.

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

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

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

CHAIRPERSON GIBSON: Uh-huh.

TIM PIERSON: She was my former vice president.

CHAIRPERSON GIBSON: [interposing] From Queens.

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

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

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

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

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

CHAIRPERSON GIBSON: [interposing] Right.

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

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

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

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

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

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

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

CHAIRPERSON GIBSON: [interposing] See I am.

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

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

1 COMMITTEE ON PUBLIC SAFETY

151

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

3 Public Safety is hereby adjourned. [gavel]

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C E R T I F I C A T E

World Wide Dictation certifies that the foregoing transcript is a true and accurate record of the proceedings. We further certify that there is no relation to any of the parties to this action by blood or marriage, and that there is interest in the outcome of this matter.



Date February 12, 2017