STREET CHAPLAINCY NEW YORK CITY (SCNYC)

A Proposal for a Citywide Program of Compassionate Public Presence

Submitted to: The Office of the Mayor-Elect, City of New York

Prepared by: Charles Huschle

November 21, 2025

Project Title:
Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention

Submitting Organization:
"SCNYC" and Querencia Street Chaplains, LLC

Submitted by:
Charles Huschle, Native New Yorker
Interfaith Chaplain (CPE-trained), Zen Buddhist Practitioner
Founder, Querencia Street Chaplains, NYC and Long Island
MFA; MA in Contemplative Religions; Certified in CISM, CPE, GRACE® Training

Contact: charhuschle@gmail.com, 917-979-3378

CONTENTS

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

EXECUTIVE SUMMARY

New York City stands at a historic turning point in its approach to public safety, mental health response, and community well-being. The creation of the **Department of Community Safety (DCS)** offers the City a chance to build a safety ecosystem that is civilian-led, compassionate, and preventive. Street Chaplaincy NYC (SCNYC) proposes a **pilot program** that can operate immediately within the DCS framework—and expand citywide as results demonstrate impact.

SCNYC provides **non-enforcement, non-clinical, relational care** in public spaces. Chaplains walk sidewalks, ride subways, stand on busy corners, visit commercial corridors, and enter neighborhood gathering points. They speak with anyone who approaches: commuters, parents, teenagers, the unhoused, the recently hospitalized, business owners, police officers, transit staff, and individuals in visible or invisible distress. Their mission is simple and universal: to listen, acknowledge, stabilize, and, when appropriate, help individuals connect to additional services.

Unlike clinical teams or enforcement agencies, chaplains offer **immediate presence, emotional grounding, spiritual support (by request only), and practical connection-building** without authority, coercion, or stigma. They model a civilian public presence based on curiosity, respect, and compassion.

This proposal outlines a **One Borough + One Manhattan Bridge Zone Pilot**, staffed by a combination of:

- **Paid chaplains**
- **CPE students from ACPE-accredited programs**
- **Volunteer clergy (required: at least one Clinical Pastoral Education unit)**
- **Two storefront drop-in offices**—one in the pilot borough, one in Manhattan

The pilot delivers **daily walking rounds**, **consistent presence in fixed neighborhoods**, and **collaborative support** to DCS, NYPD Community Affairs, EMS, DHS, and hospital-based crisis teams. The model's success depends on **long-term familiarity and trust**, built by assigning chaplains to **small, one-square-mile zones** where they return repeatedly.

SCNYC also includes development of a **proprietary mobile documentation system** tailored to chaplaincy: fast, secure, low-visibility, and optimized for completing notes after each encounter. Data will be anonymized and used to evaluate patterns of need, identify community safety gaps, and measure impact.

The program leverages NYC's enormous interfaith talent pool, aligns with public polling that shows strong support for civilian-led crisis response, and builds on evidence from comparable programs nationwide.

Ultimately, SCNYC aims to create a **replicable national model** for compassionate public presence, offering a template for other municipalities seeking non-enforcement, relational approaches to public safety.

The proposal demonstrates that New York City can lead the nation by building a program that is practical, cost-efficient, human-centered, interfaith, and deeply aligned with the values of the new administration.

PART II — BACKGROUND & RATIONALE: WHY NYC NEEDS STREET CHAPLAINCY

1. The Current Landscape of Public Safety and Community Well-Being in NYC

New York City has invested heavily in a variety of programs intended to improve public safety, address mental health crises, and support vulnerable people in public spaces. These efforts include:

- **B-HEARD** mental-health response teams
- **NYPD Community Affairs** and Neighborhood Coordination Officers
- **DHS homeless outreach teams**
- **Hospital-based mobile crisis teams**
- **Violence interruption groups**
- **Health + Hospitals behavioral health services**
- **Transit and street outreach units**

These programs are essential, but the city still experiences widespread public distress, uneven access to help, and persistent gaps between community need and available services. Recent high-profile incidents and chronic low-level street distress reveal a need for an **additional layer of support** that operates in the community before crises escalate.

The creation of the **Department of Community Safety (DCS)** reflects the City's commitment to investing in prevention, coordination, and public health–oriented safety models. Street Chaplaincy NYC (SCNYC) complements and strengthens this mission by providing a **civilian, relational, human-centered presence** that neither replaces nor competes with existing services.

2. The Core Gap: A Lack of "Ambient Care" in Public Spaces

Most city services are activated through **emergency or dispatch systems**—such as 911, 311, or dedicated outreach assignments. This means:

- Someone must call for help.
- A threshold must be met for mental health or safety intervention.
- Services arrive only after a situation has become acute.

SCNYC addresses the **space before the crisis**, offering:

- Preventive presence
- Informal engagement
- Emotional grounding
- Moment-to-moment human interaction
- A bridge to further resources

This model is sometimes called **ambient care**—a continuous, supportive presence available at the very earliest signs of distress.

Without such presence, many New Yorkers experience:

- Escalating anxiety or isolation
- Emotional volatility in public spaces
- Avoidance of services
- Fear of authority
- Skipped care (medical, behavioral, or social)
- Unnecessary police involvement

SCNYC is designed to meet people exactly where they are, without judgment or conditions.

3. Why Street Chaplains? (The Value of Non-Enforcement, Non-Clinical Presence)

Street chaplains occupy a unique niche:

- **They are not police.**
  - They carry no enforcement power, issue no orders, and do not escalate situations.
- **They are not clinicians.**
  - They are not assessing diagnoses or evaluating involuntary admission criteria.
- **They are not social workers.**
  - They do not require paperwork, eligibility screening, or case management structures.
- **They *are* trained spiritual caregivers.**

Chaplains are trained to:

- Offer calm grounding
- Listen without judgment
- Attend to emotional distress
- Support people in grief, fear, confusion, or disorientation
- Provide prayer or spiritual support only when requested
- Affirm human dignity regardless of circumstances
- Create momentary "islands of sanity" (Podvoll)

These are skills that no other public-facing profession consistently practices in the field.

4. Evidence from Other Models: Broad Public Support for Civilian Response

Polling consistently shows:

- Majority support for **non-police response** to mental health calls
- Majority support for **increased mental health funding**
- Majority support for **poverty reduction and resource-based safety measures**
- 80% support nationally for **civilian Departments of Community Safety**

(Sources: Gothamist; Safer Cities Initiative; national polling

Parallel Programs Show Effectiveness

- **CAHOOTS (Eugene, OR)**: 30 years of civilian crisis response with high safety and low escalation.
- **STAR (Denver)**: civilian crisis response reduced low-level crime by over one-third.
- **San Francisco Night Ministry**: 60 years of chaplains providing nighttime emotional support.
- **Marin Interfaith Street Chaplaincy**: consistent spiritual care for unhoused neighbors.

SCNYC does **not copy** these models; it fills a different gap focused on **relational, spiritual, emotional, and community-connected presence**.

---

5. Why NYC Specifically Needs Chaplains Now

- **Acute public distress is visible across the city.**
  - Sidewalk agitation, subway fear, emotional volatility, visible grief, and chronic loneliness have all increased.
- **Many New Yorkers avoid calling 911 or seeking clinical care.**
  - Chaplains offer a low-stakes alternative.
- **Public-facing workers (NYPD, EMS, transit staff, retail staff) need support.**
  - Chaplains provide grounding, relational coaching, and debriefing.
- **NYC's diversity requires an interfaith, non-proselytizing model.**

SCNYC is explicitly:

- Interfaith
- Non-denominational
- Nonjudgmental
- Non-coercive

E. Community trust must be rebuilt. Chaplains can serve as **trusted intermediaries** in neighborhoods where trust in official systems is fragile.

F. The city is ready for prevention-first innovation.

With the launch of DCS, this is the perfect moment.

---

6. How SCNYC Supplements Rather Than Replaces Existing Efforts

SCNYC will **not**:

- Perform enforcement

- Replace clinicians or EMS
- Interfere with homeless outreach
- Duplicate social services

SCNYC will **enhance** existing efforts by:

- Building relationships that help people accept referrals
- Reducing unnecessary 911 calls
- Calming situations before agencies arrive
- Supporting first responders emotionally
- Providing grounding in transit hubs, commercial corridors, and residential zones
- Offering spiritual care by request—the city currently offers no such service

This "complementary layer" is what NYC currently lacks.

PART III — PROGRAM DESCRIPTION

1. Mission of Street Chaplaincy New York City (SCNYC)

SCNYC's mission is to provide **compassionate, non-enforcement, non-clinical public presence** throughout New York City. Chaplains offer emotional support, spiritual care (when requested), grounding, and relational connection to New Yorkers in public spaces—including sidewalks, subways, parks, transit hubs, commercial corridors, and residential neighborhoods.

The core intention is simple:

> *To ensure that every person in New York City feels seen, heard, and supported, and to strengthen the city's civilian-led approach to safety and community well-being.*

SCNYC operates on four guiding principles:

1. **Presence** – Chaplains show up in predictable, consistent ways.
2. **Curiosity** – Chaplains engage with openness rather than judgment.
3. **Attentiveness** – Chaplains listen deeply and respond in grounded, practical ways.
4. **Connection** – Chaplains help people access resources when needed, without pressure or preconditions.

2. Core Functions of SCNYC

SCNYC chaplains provide **six primary public functions**, all of which complement and strengthen existing city systems:

2.1 Ambient Care in Public Spaces

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

Chaplains offer relational stability before crises escalate. They interact with:

- Commuters
- Business owners
- Parents and children
- Elderly residents
- Students
- Unhoused neighbors
- Recently discharged hospital patients
- Anyone who wishes to talk

2.2 Emotional De-escalation

Using grounding and communication skills, chaplains help reduce agitation in:

- Sidewalk interactions
- Transit stations
- Outside shelters
- Medical discharge areas
- Commercial areas
- Public spaces where people are overwhelmed or confused

They work without authority or coercion.

2.3 Spiritual Care (Only When Requested)

Chaplains provide prayer, reflection, or religious support for those who ask for it.
They do **not** evangelize or promote any religious viewpoint.

2.4 Help with Orientation and Daily Needs

Chaplains offer compassionate assistance, such as:

- Navigating to shelters, food sources, or clinics
- Connecting someone to crisis lines or resources
- Finding a safe place to rest
- Providing socks, water, or essential supplies

2.5 Bridge to Services (Voluntary, Non-Directive)

Chaplains can guide a person toward:

- DCS services
- Hospital programs
- Social service agencies
- Violence-interruption groups

- Behavioral health networks
- Housing outreach
- NYPD Community Affairs
- Harm reduction sites.
- Chaplains do not conduct intake. They **soften the path** toward services.

2.6 Community-Building & Public Stewardship

Chaplains serve as steady relational figures in a neighborhood. Over time, they help create:

- Micro-communities of mutual awareness
- More grounded and less volatile public spaces
- Trust between neighbors, merchants, and service agencies
- A visible civilian-care presence that supports public well-being

---

3. Where Chaplains Operate

SCNYC chaplains work in **neighborhood zones**, chosen based on:

- High foot traffic
- Public distress indicators
- Community safety priorities
- Transit access
- Presence of shelters or service hubs
- Borough-level equity considerations

Examples of typical chaplain locations:

- Sidewalks near grocery stores, bodegas, pharmacies, or major intersections
- MTA stations, platforms, entrances
- Parks, recreation areas, libraries
- Outside hospitals or urgent care centers
- Commercial corridors
- Near schools during arrival/dismissal times
- Shelter perimeters (with voluntary engagement only)

Chaplains are explicitly **not** enforcement personnel and do not monitor, surveil, or document individuals for purposes other than relational support or service linkage.

---

4. How Chaplains Engage With People

4.1 Approach

Chaplains do not approach aggressively. They remain visible, present, and approachable. Most encounters begin because someone initiates eye contact or conversation.

4.2 Communication Style

Chaplains use:

- Normal, everyday language
- Complete sentences
- No jargon, mystical phrasing, or stylized speech
- No pressure, agenda, or expectation

4.3 Safety and Boundaries

Chaplains work **in pairs** at all times. They maintain appropriate distance, monitor surroundings, and remain within visible public areas.

4.4 Duration

Most interactions last between 30 seconds and 10 minutes, though some may be longer depending on need.

4.5 Documentation

After an encounter, chaplains complete a **2–5 minute digital encounter note** via SCNYC's proprietary mobile system.

4.6 Follow-Up

Chaplains track patterns in public space but do not create dependency relationships. They offer continuity—if someone is seen daily or weekly, chaplains can check in, support, and link to resources.

---

5. Examples of Chaplain Responses

Example 1 — Calm De-escalation on a Sidewalk

A man pacing outside a train station appears agitated and confused. Chaplains approach casually, greet him, and ask if he wants to talk. Using grounding techniques and gentle conversation, chaplains help him steady himself and reconnect with his environment. No emergency services are needed.

Example 2 — Post-Hospital Discharge Support

A patient recently discharged from the hospital is walking outside in socks during winter. Chaplains notice him, approach, and ask if he needs help. They provide warm socks from their backpack, assess whether he wants to return to the hospital or reach a shelter, and call the appropriate outreach team with his consent.

Example 3 — Support for Public Workers

A transit worker visibly shaken by a confrontation talks with a chaplain for a few minutes. The chaplain provides grounding, acknowledges her frustration, and helps her access mental health support through her department.

Example 4 — Interfaith Spiritual Support

A person grieving a family member asks for prayer. Chaplains offer prayer or reflection appropriate to the person's tradition without imposing any belief system.

These examples illustrate the **breadth and flexibility** of chaplaincy practice.

---

6. Storefront Drop-In Offices

SCNYC will operate **two storefront offices** during the pilot:

1. Borough Office (Bronx or Queens)

Functions as:

- A neighborhood drop-in center for residents
- A rest, debriefing, and documentation space for chaplains
- A storage site for supplies
- A visible local presence

2. Manhattan Bridge Zone Office

Located near:

- A major transit corridor
- A commercial area
- A dense foot-traffic area

Serves similar purposes with emphasis on accessibility and public presence.

These sites ensure that chaplains have **physical anchors** in their zones.

PART IV — PILOT DESIGN: ONE BOROUGH + ONE MANHATTAN BRIDGE ZONE

This section details the **operational blueprint** for the SCNYC pilot. It is designed to be realistic, cost-efficient, politically viable, and scalable.

1. Pilot Overview

The pilot will launch in **two zones**:

A. One Borough Pilot Zone

- Selected from: **Bronx or Queens**
- Covers up to **one square mile**
- Includes mixed residential, commercial, transit, and community sites
- Features a dedicated **storefront drop-in office**
- Focused on building deep community relationships

B. One Manhattan "Bridge Zone"

- Selected in a high-visibility Manhattan corridor (examples: Lower East Side, Midtown South, Union Square vicinity)
- Covers up to **one square mile**
- Includes a **storefront office**, commuter flow, and diverse populations
- Demonstrates the model's adaptability to intense urban density

This two-zone approach gives the City both **depth** (borough zone) and **visibility** (Manhattan zone).

---

2. Zone Structure (Up to One-Square-Mile Model)

Each pilot zone is defined by:

- A walkable area (20–30 minutes across at a steady pace)
- High foot traffic
- Clear boundaries
- Transit access
- A mix of public and semi-public spaces

Neighborhood zones:
Allow chaplains to:

- Build consistent relationships
- Become known to a neighborhood

- Recognize trends
- Track recurring needs
- Maintain situational awareness
- Provide continuity

This is foundational to the model's success; the area covered needs to be manageable, and hence no more than a square mile.

---

3. Daily Operations and Team Model

3.1 Team Composition

Each zone is staffed by:

- **1 Chaplain Pair per Shift**
- **3 shifts per day**

This equates to:

- **6 chaplains active per day** across the two zones
- Supported by CPE students and volunteers during evenings and weekends

3.2 Pairing Model

Chaplains always work in **pairs** for:

- Safety
- Sounding-board responses
- Mutual emotional support
- More natural relational flow

3.3 Shift Structure

Recommended shift schedule:

- **Morning:** 8am–1pm
- **Afternoon:** 1pm–6pm
- **Evening:** 6pm–11pm

This covers:

- School commute hours
- Workplace commute windows
- Public transit surges

- After-work street density
- Early nighttime tension points

Night hours (midnight–4am) can be added in the future.

4. Borough Office & Manhattan Office Operations

4.1 Borough Office Purposes

- Rest space between rounds
- Storage for supplies
- Private debriefing space
- Emergency charging station
- Documentation site
- Public drop-in center
- Training site for CPE and volunteers

4.2 Manhattan Office Purposes

- Visibility in a central corridor
- Rapid access to subway hubs
- Walk-in support for commuters
- Evening rest space for chaplains
- Base for documentation & data uploads

Both offices ensure the pilot has **stable infrastructure**.

---

5. Sample Daily Schedule

Below is a model day in the Borough Zone:

8:00–8:30 am

Team arrival, briefing, equipment check.

8:30–10:15 am – Street Rounds Block 1

Focus on school commuters, morning crowd, unhoused neighbors.

10:15–11:00 am – Rest & Documentation

Return to office, complete encounter notes.

11:00 am–1:00 pm – Street Rounds Block 2

Stations, commercial areas, groceries, pharmacies.

1:00–1:30 pm – Shift Handover

1:30–3:30 pm – Street Rounds Block 3

3:30–4:15 pm – Documentation / Debrief

4:15–6:00 pm – Street Rounds Block 4

6:00 pm

Shift ends.

Manhattan zone operates identically, adjusted to high-flow areas.

---

6. Chaplains' Equipment ("The Satchel")

Each chaplain carries a lightweight satchel (no heavy backpacks) with:

- Water bottles
- Socks
- Gloves/hats (winter)
- Small first aid items (non-medical)
- Metro cards for emergency transit
- Kleenex, wipes
- Resource cards with crisis lines + local services
- Pen and pocket notebook (backup to digital device)
- Phone/tablet stored *out of sight* during encounters

Supplies are restocked daily at the storefront office.

---

7. Coordination With Existing Agencies

7.1 NYPD Community Affairs Unit

- Regular check-ins for situational awareness
- Walk-by greetings to build rapport
- Chaplains never intervene in enforcement scenes
- Chaplains may assist with emotional stabilization nearby if requested

7.2 EMS & First Responders

Chaplains provide:

- Calming influence in public space
- Post-incident emotional support for responders
- Help engaging distressed individuals before EMS arrives

7.3 Health + Hospitals & Local Clinics

- Rapid liaison to ED social work
- Assistance for recently discharged patients
- Support for ED overcrowding mitigation

7.4 DHS Homeless Outreach Teams

Chaplains help invite openness to services without pressure.

7.5 Violence Interruption Groups

Chaplains support community mediators and perform emotional grounding at scenes.

---

8. Safety Protocols

- Chaplains always work in pairs
- Maintain clear sight-lines
- No enclosed or private spaces
- No attempt to restrain individuals
- Immediate withdrawal if weapons or high threat appear
- Document safety incidents in proprietary system

---

9. Expected Outcomes of the Pilot

Short-Term Outcomes (6–12 months):

- Reduced unnecessary 911/311 calls
- Greater emotional stability in public spaces
- Rapid trust built between chaplains and residents
- Increased voluntary linkage to services
- Positive responses from merchants and workers
- Clear data on neighborhood patterns of need

Long-Term Outcomes (1–3 years):

- Stronger community cohesion
- Decreased visible distress and public agitation
- More efficient use of city crisis resources
- Clear precedent for citywide rollout
- Replicable framework for other U.S. cities

PART V — GOVERNANCE, LEADERSHIP, AND TRAINING

This section defines the operational leadership, organizational structure, training requirements, and CPE integration that ensure SCNYC functions professionally, ethically, and effectively.

1. Governance Structure

SCNYC will operate under a **collaborative, non-territorial governance model** that emphasizes cooperation with existing agencies rather than replacement or competition. Governance will include:

1.1 Program Director (Full-Time)

Responsible for:

- Overall leadership
- Vision and implementation
- City and community partnerships
- Staff supervision
- Compliance
- Evaluation

1.2 Deputy Director for Training and Clinical Formation

An experienced ACPE-trained chaplain responsible for:

- All chaplain training
- CPE integration
- Supervision
- Quality assurance
- Clinical debriefings

1.3 Deputy Director for Partnerships (Full-Time)

Manages:

- Interagency relations
- Faith community partnerships
- Hospital, H+H, and seminary connections

- CPE program alignment
- Stakeholder engagement

1.4 Borough Coordinator (1 in pilot year)

Based in the borough office. Responsible for:

- Daily operations
- Scheduling
- Supplies
- Documentation compliance
- Local partner relationships

1.5 Advisory Board

Comprised of:

- Interfaith clergy
- Social workers
- Former chaplains
- Public safety experts
- Community members
- Representatives from DCS

The Advisory Board ensures broad oversight, accountability, and responsiveness.

---

2. Leadership Philosophy

The SCNYC leadership model emphasizes:

2.1 Collaboration, Not Competition

Chaplains do not replace:

- Police
- Social workers
- Clinicians
- Homeless outreach teams

Instead, chaplains **support, supplement, and strengthen** these existing roles.

2.2 Professional Humility

Leadership must demonstrate willingness to learn from:

- ER nurses
- Social workers
- Cops
- Shelter directors
- EMTs
- Community organizers
- Violence prevention workers
- Long-term unhoused individuals

SCNYC openly acknowledges that these groups possess extensive knowledge of city dynamics.

2.3 Direct, Honest, Professional Communication

SCNYC leadership maintains:

- Clear boundaries
- Straightforward communication
- Respect for city protocols
- No political maneuvering
- Strong relationships with city partners

2.4 "No-BS" Ethos

Professional, matter-of-fact engagement with:

- City agencies
- Funders
- Community residents
- Public workers

This aligns with the program's roots in Zen-based practices:

- Clarity
- Directness
- Reality-based engagement

---

3. Staffing Requirements

3.1 Professional Chaplains

All paid chaplains must have:

- At least **one full unit of ACPE CPE**
- Preferably 2–4 units for senior staff

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

- Demonstrated interfaith competency
- Experience with emotional distress
- Strong communication skills
- Ability to work in pairs outdoors

3.2 Volunteer Clergy

Required: at least one unit of CPE.
This ensures they understand:

- Boundaries
- Trauma-informed communication
- Chaplaincy ethics
- Interfaith expectations

3.3 CPE Students

Students enrolled in accredited CPE programs may complete:

- **A full or half unit** dedicated to SCNYC
- Tuition flows to their seminary/hospital
- Their hours significantly expand service capacity

3.4 Administrative Support

- 1 Operations Manager
- 1 Communications/Outreach Coordinator

---

4. Training Curriculum

All chaplains complete a standardized training program that includes:

4.1 Emotional De-escalation

Techniques include:

- Grounding exercises
- Orientation cues
- Slow speech pacing
- Non-reactivity
- Maintaining boundary and distance

4.2 Interfaith Competency

Training in:

- Religious literacy across traditions
- Prayer and ritual support
- When and how to offer spiritual resources
- Maintaining non-proselytizing care

4.3 Trauma-Informed Care

Including:

- Understanding trauma responses
- Avoiding re-traumatization
- Navigating dissociation, panic, grief

4.4 GRACE® Training

Provided through Upaya Zen Center or authorized instructors. GRACE® protects chaplains from burnout while enhancing presence.
Core skills:

- Gathering attention
- Recalling intention
- Attuning to self and other
- Considering what will serve
- Engaging ethically

4.5 Safety Protocols

Including:

- Pair-based operation
- Immediate withdrawal from unsafe scenes
- Situational awareness
- Non-interference with enforcement

4.6 NYC Public Space Orientation

Chaplains must understand:

- Transit flows
- Shelter systems
- Social service geography
- Borough-specific dynamics

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

4.7 Professional Documentation

Chaplains use the proprietary mobile documentation system.

5. CPE Integration: The Street CPE Unit

SCNYC offers a **CPE Street Unit**, fulfilling accredited clinical educational hours:

5.1 Components

- Street rounds
- Supervision
- Case studies
- Group reflection
- Ethical formation
- Spiritual integration practices

5.2 Benefits

- High-quality service hours at minimal cost
- Long-term pipeline of trained street chaplains
- Strong relationships with seminaries and hospitals

5.3 Academic Partners

Potential partners include:

- New York Zen Center for Contemplative Care
- Union Theological Seminary
- Auburn Seminary
- Jewish Theological Seminary
- St. Vladimir's Orthodox Seminary
- Fordham, St. Francis, and other Catholic institutions
- Online accredited CPE programs

---

6. Prevention of Burnout

SCNYC incorporates:

- Paired rounds
- Debrief time built into every shift
- Weekly supervisory meetings
- Mindfulness and grounding practices
- 20-hour workweeks for staff

- Regular "reset days"

This protects chaplains from compassion fatigue and emotional exhaustion.

PART VI — TECHNOLOGY INFRASTRUCTURE & EVALUATION FRAMEWORK

1. Proprietary Mobile Documentation System

A core innovation of the SCNYC model is the development of a **custom, chaplaincy-specific mobile documentation app**, designed to be simple, fast, secure, and tailored to the unique requirements of street-based spiritual care.

This system ensures that:

- Chaplains spend **no more than 2–5 minutes** documenting an encounter.
- Devices remain **out of sight during interactions** (no visible phones).
- Data collection is **ethically grounded** and **HIPAA-adjacent** where applicable.
- The system supports **research, evaluation, supervision, and pilot expansion**.

2. Design Requirements

2.1 Speed & Simplicity

Documentation must be:

- Minimalist
- Checkbox-heavy
- Limited to essential free text
- Completed after the encounter, not during it

2.2 Mobile-Focused

App must be compatible with:

- Smartphones
- iPads
- Android tablets
- Kindle devices (using web interface)

2.3 Security

- Encrypted end-to-end
- Optional offline mode with auto-sync
- Strict access controls

- No GPS tracking unless user manually enables it

2.4 Customizability

Each chaplain and coordinator can recommend adjustments to:

- Dropdown categories
- Encounter types
- Referral types
- Emotional descriptors
- Safety flags

2.5 Supervisor Tools

Supervisors can:

- Review encounter summaries
- Flag items for supervision
- Track longitudinal patterns
- Generate weekly and monthly reports

---

3. Encounter Note Template

Each note includes:

3.1 Quick Fields

- Location (dropdown + optional address input)
- Encounter type (distress, conflict, routine check-in, etc.)
- Emotional state (calm, anxious, confused, agitated, grieving)
- Actions taken
- Referrals made
- Safety issues (if any)
- Length of interaction

3.2 Optional Free Text (1–3 sentences)

A short narrative or reflection, if needed.

3.3 Supervisor Flags

Chaplains can mark:

- "Discuss in supervision"

- "Follow-up recommended"

---

4. Why a Proprietary System Matters

4.1 It Protects the Mission

Off-the-shelf social work or clinical documentation systems are:

- Too complicated
- Not built for chaplaincy
- Not built for outdoor mobile use
- Not mission-aligned

SCNYC's system supports **high-quality street care**, not bureaucracy.

4.2 It Enables Quality Evaluation

Aggregated data allows the City to see:

- Location-specific hot spots
- Patterns of distress
- Times of day with high need
- Outreach gaps
- Community safety concerns

4.3 It Creates a Replicable National Model

Other cities can adopt the same system when replicating SCNYC.

5. Data Ethics & Privacy Framework

SCNYC adheres to stringent ethical practices:

5.1 No Identification Without Consent

Chaplains do not:

- Collect names
- Take photos
- Store private information
  Unless the individual requests and consents to specific referrals.

5.2 De-identified Data for Evaluation Only

All encounter data used for evaluation is anonymized.

5.3 Trauma-Informed Documentation

Chaplains must:

- Avoid judgmental language
- Describe observable behavior, not diagnosis
- Use neutral tone and precise wording

6. Evaluation Framework

Evaluation is essential to demonstrate:

- Effectiveness
- Public value
- Safety improvements
- Service linkages
- Replication potential

6.1 Quantitative Metrics

- Total encounters per month
- Average length of engagement
- Number of linkages to services
- Number of de-escalations without 911 involvement
- Number of referrals to shelters, mental health services, or hospital partners
- Number of public-space workers supported
- Patterns by location and time

6.2 Qualitative Metrics

- Testimonials from residents, merchants, and transit staff
- Reflections from chaplains
- Impact on trust in public systems
- Evaluation by DCS and partner agencies
- Case studies

6.3 Impact Areas

Evaluation will focus on:

- Public emotional stability
- Community trust

- Reduction of unnecessary enforcement
- Prevention-first outcomes
- Support for first responders
- Engagement of "gray-zone" cases that do not trigger emergency response
- Public satisfaction

7. Reporting

Chaplains submit:

- Daily encounter notes
- Weekly summaries (auto-generated)
- Monthly assessments (in supervision)
- Quarterly reports to DCS

Program leadership compiles:

- A semiannual impact review
- An annual evaluation for city leadership and funders

PART VII — BUDGET NARRATIVE & COST OFFSETS

This section provides the **financial structure** for the SCNYC pilot, including staffing costs, operational expenses, technology development, supply management, and opportunities for cost-sharing or philanthropic offsets.

A **detailed numerical budget table** will appear later in **Appendix D**, but the narrative below provides the conceptual and fiscal framework.

1. Overview of Pilot Budget Structure

The SCNYC pilot budget is built on four major categories:

1. **Personnel** (professional chaplains, leadership, coordinators, part-time staff)
2. **Training & CPE Integration**
3. **Technology Infrastructure** (proprietary documentation system)
4. **Operational Costs** (storefront offices, supplies, insurance, administration)

Budgets for new city programs require **flexibility**, so this narrative expresses cost ranges
to allow for adjustments once pilot zone boundaries and staffing counts are finalized.

---

2. Personnel Costs

The pilot requires:

- **Program Director (1 FTE)**
- **Deputy Director for Training/Clinical Formation (1 FTE)**
- **Deputy Director for Partnerships (1 FTE)**
- **Borough Coordinator (1 FTE)**
- **Administrative Support (1 FTE)**
- **Communications/Outreach (0.5 FTE)**

Professional Chaplains

Pilot staffing calls for:

- **6 professional chaplains** (3 pairs covering borough + Manhattan zones)
- Chaplains work **20 hours per week**
- This creates consistent daily coverage without burnout

Salary level:
Professional chaplains in NYC typically earn between **$50,000–$75,000 annually** for full-time work.
SCNYC chaplains working **20 hours/week** would earn a proportional salary of:

- **$28,000–$40,000 annually**, plus benefits scaled to part-time

This ensures:

- Competitive compensation
- Alignment with NYC wage standards
- Professional retention

Volunteer Clergy

Volunteer clergy must have:

- **At least one unit of CPE**
- Commitment to **4–8 hours/week**
- No salary, but may receive:
    - MetroCards
    - Modest stipends for special events
    - Continuing education sessions

CPE Students

CPE interns:

- Pay tuition to their ACPE programs
- Provide **significant hours** of supervised care (up to 400 hours per full unit)
- Require only supervision and training days from SCNYC
- Represent a **major cost offset**

Total anticipated CPE contribution:
Approximately **6–8 interns per semester**, providing **2,400–3,200 annual service hours**.

3. Training & Professional Formation Costs

3.1 GRACE® Training

Licensed GRACE® trainers may charge:

- Training fee: **$4,000–$7,000**
- Materials: **$1,000**
- Ongoing supervision: **$2,000/year**

3.2 Safety/Trauma Training

Provided by:

- NYPD Community Affairs
- EMS partners
- Clinical trainers from H+H

Costs: **$3,000–$5,000 per year**

3.3 Interfaith Competency Training

Workshops with:

- Local clergy
- Seminaries
- Interfaith centers
  Cost: **$2,000/year**

---

4. Technology Development Costs

This is a **core innovation** and must be funded appropriately.

4.1 Custom App Development

Development of the proprietary SCNYC documentation system includes:

- UX design tailored to chaplain workflows
- Backend data storage (HIPAA-adjacent security)
- Offline mode development
- Administration dashboard

- Real-time analytics tools

Estimated development (Phase 1): **$75,000–$110,000**

4.2 Maintenance & Support

Annual cost: **$15,000–$25,000**
Includes:

- Hosting
- Security audits
- Software updates
- Feature modifications
- User support

4.3 Hardware

Devices for chaplains (kept out of sight during encounters):

- Tablets or phones
- Protective cases
- Charging cables
- Backup power

Budget: **$8,000–$12,000**

---

5. Operational Costs

5.1 Two Storefront Offices

Rent:

- Borough office: **$2,000–$3,500/month**
- Manhattan "Bridge Zone" office: **$3,000–$7,500/month**

Utilities:

- $800–$1,200/month per office

Insurance:

- Liability insurance: **$8,000–$15,000/year**
- Property & equipment insurance: **$4,000/year**

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

Furnishings:

- Chairs, tables, lockers, basic kitchenette
  Budget: **$10,000–$15,000 per site** (startup)

Total operational cost: **$130,000–$200,000/year**

---

6. Supplies & Logistics

Chaplains carry a lightweight satchel with:

- Socks
- Water
- MetroCards
- Gloves/hats (seasonal)
- Hygiene items
- Resource cards
- Basic first-aid items

Annual supply budget: **$35,000–$55,000**

---

7. Evaluation Costs

Independent evaluation is often required for city-funded pilots.

Estimated annual evaluation cost:

- **$30,000–$50,000**
  If performed by:
- Chaplaincy Innovation Lab
- Local universities
- DCS evaluation teams

---

8. Total Estimated Pilot Budget Range

Pilot Year (12-month launch):

- **LOW estimate: $850,000**
- **MID-range estimate: $1.1 million**
- **HIGH estimate: $1.4 million**

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

This includes:

- Salaries
- Training
- Technology
- Storefronts
- Supplies
- Insurance
- Evaluation

For a city the size of New York, this is a **modest cost** for a two-zone pilot that can later scale.

9. Cost Offsets & External Funding Opportunities (see table below)

9.1 Clinical Pastoral Education (CPE) Interns

CPE interns supply **thousands of hours** of supervised service each year.
This dramatically reduces staffing costs and increases capacity.

9.2 Volunteer Clergy

Volunteer clergy offer **4–8 hours/week** each and must have **1 CPE unit**, ensuring professionalism.

9.3 Foundation Partners

Numerous local funders are aligned with:

- Public health
- Community safety
- Civic innovation
- Homelessness prevention
- Spiritual care
- Mental health services

Potential funders include:

- Robin Hood
- Trinity Church Wall Street
- Ford Foundation
- Brooklyn Community Foundation
- New York Community Trust
- Buddhist-based foundations (e.g., Hemera)

9.4 In-Kind Support

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

Potential in-kind support from:

- Faith institutions (training space)
- Universities (evaluation)
- Community centers (meeting rooms)
- Tech companies (hardware/discounts)

9.5 City–Philanthropy Partnerships

NYC often launches pilots through:

- Blended funding
- Public–private partnerships
- Philanthropic match grants

SCNYC fits that model well.

---

10. Long-Term Budget Outlook

After pilot success, citywide expansion might include:

- 5 chaplain pairs per borough
- 5 storefronts
- Expanded CPE integration
- Annual budget: **$5–7 million citywide**

This remains cost-effective compared to:

- Emergency services
- Hospital ED utilization
- Enforcement responses

Cost Offset Category	Description
CPE Intern Contributions	6–8 CPE interns per semester providing 2,400–3,200 hours annually; sharply reduces staffing costs.
Volunteer Clergy (1+ CPE Unit)	Professionally trained clergy volunteer 4–8 hrs/week; reduces labor needs for evenings/weekends.
Use of Unused Public/Commuter Spaces *(aligned with Mayor-Elect Mamdani's approach)*	SCNYC can operate storefronts, kiosks, or tables inside *unused or underused train station and commuter-area spaces*, reducing rental and overhead costs while increasing visibility and accessibility.
Faith Institution In-Kind Support	Faith-based partners may provide free training, meeting space, or part-time office space.

Cost Offset Category	Description
University Evaluation Partnerships	Universities or the Chaplaincy Innovation Lab may take on evaluation, lowering research/evaluation expenses.
Public–Private Funding Match	Philanthropic matching grants can offset startup costs and supplement city dollars.
Technology Partner Discounts	Tech companies may donate or discount hardware, software, or development resources for the proprietary mobile documentation app.

PART VIII — REPLICATION, PEER PROGRAMS & LONG-TERM EXPANSION PLAN

This section situates SCNYC within the national landscape of community-oriented care and describes how the pilot can scale across New York City and become a model for replication throughout the United States.

1. Replicability: Why SCNYC Can Serve as a National Model

Street chaplaincy is uniquely suited for replication because it rests on **universal competencies** rather than city-specific structures. The model does not depend on enforcement authority, clinical licensure, or specialized equipment. Instead, it relies on:

- Presence
- Curiosity
- Emotional grounding
- Interfaith literacy
- Trauma-informed communication
- Consistent neighborhood assignment
- Relationships built over time

These are fully **portable** across cities.

Key features that enable replication:

- Small zone design (1 square mile)
- Chaplains working in pairs
- Mixed staffing model (paid + CPE + volunteer clergy)
- Storefront hubs
- Proprietary documentation system
- Modular structure allowing expansion zone by zone

The pilot offers a **scaffold** for other cities, which can adopt:

- One zone

- Multiple zones
- Entire borough-style regions
- Their own version of SCNYC's mobile app

This positions NYC as a **national leader** in relational safety models.

2. Peer Programs & National Context

SCNYC joins a small but growing field of street-based spiritual care. The following programs serve as "peer precedents" and potential partners:

2.1 San Francisco Night Ministry (SFNM)

- Founded in 1964
- Chaplains walking the streets every night of the year
- Offers emotional and spiritual care, a crisis care line, and public worship gatherings
- Operates a chaplaincy-focused CPE program

Relevance to SCNYC:

- Demonstrates viability and longevity
- Offers templates for nighttime operations
- A strong partner for exchange of training materials

2.2 Marin Interfaith Street Chaplaincy (California)

- Focuses on spiritual care for unhoused and low-income neighbors
- Conducts wellness gatherings, memorials, and small group sessions
- Works with county health & social services through "Whole Person Care"

Relevance:

- Example of interfaith collaboration anchored in compassion
- Offers insight into small-to-mid-sized city adaptation

2.3 Chaplains on the Way (Waltham, MA)

- Street chaplaincy with a focus on unhoused individuals
- Long-running presence in a single metro area
- Operates with minimal staff and a simple model

Relevance:

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

- Demonstrates scalability from small cities
- Offers insights into chaplaincy effectiveness with very low overhead

---

2.4 Street Pastors (United Kingdom)

- 11,000 trained volunteers across hundreds of towns and cities
- Christian-origin model, but rich in organizational and logistical lessons

Relevance:

- Shows how volunteer-heavy models scale
- Illustrates the value of public visibility and training consistency

3. Partnerships for Research & Evaluation

SCNYC will engage peer organizations and research groups to strengthen evaluation:

Potential partners:

- **Chaplaincy Innovation Lab**
- **Brown University's Spirituality & Public Life initiatives**
- **Union Theological Seminary** (for interfaith engagement analysis)
- **Columbia University** (public health evaluation)
- **NYU Wagner** (policy analysis and civilian safety evaluation)

These partnerships provide academic legitimacy and produce evidence useful for replication in other cities.

---

4. Replication Toolkit

At the end of Year 1, SCNYC will produce a **Replication Toolkit** containing:

- Standard Operating Procedures (SOPs)
- Training manual
- Safety protocols
- Zone-design templates
- App licensing information
- Evaluation forms
- Community-engagement scripts
- Interfaith resource handbook
- CPE integration model

The toolkit allows any city to adopt the framework.

5. Long-Term Expansion Within New York City

Expansion proceeds across **four phases**:

Phase 1 — Pilot Year (current proposal)

Coverage:

- 1 borough
- 1 Manhattan zone
  Staff:
- 6–8 staff chaplains + CPE students
  Deliverables:
- Evaluation
- Documentation system
- Storefront operation
- Community partnership building

Phase 2 — Years 2–3: Borough Expansion

Coverage:

- Expand to 2–3 boroughs
- 2–4 zones per borough
  Staff:
- 12–18 staff chaplains
- 10–15 CPE students
- Increased volunteer clergy

Focus:

- Strengthening collaboration with DCS
- Adding nighttime capacity
- Deploying chaplaincy "special teams" to transit hubs or public events

Phase 3 — Years 3–4: Citywide Infrastructure

Coverage:

- All 5 boroughs
- Each with a storefront
- 3–4 zones in each borough

Staff:

- 25–35 staff chaplains
- 20–30 CPE interns
- Strong volunteer corps

Milestones:

- Fully integrated dashboard for DCS
- Annual citywide evaluation
- Community leadership councils

Phase 4 — Full Implementation (Years 5+)

Coverage:

- Full NYC: 25+ zones
- Chaplains in every borough daily

Impact:

- A permanent civilian presence in public space
- Strong community trust networks
- Reduction in unnecessary 911 calls
- Improved public emotional stability
- Enhanced responder wellness
- NYC becomes the national hub for relational safety

---

6. National Scaling Pathway

- Step 1: Publish toolkit and evaluation
- Step 2: Identify interest from cities with civilian-safety agencies
- Step 3: Form a "Street Chaplaincy National Collaboration Network"
- Step 4: License or adapt SCNYC app and SOPs
- Step 5: Provide training to initial partner cities
- Step 6: Develop a national CPE Street Curriculum

Potential early partner cities:

- Denver
- Albuquerque
- Portland
- Seattle
- Philadelphia

- Minneapolis
- St. Louis
- Boston

SCNYC establishes the gold standard.

PART IX — APPENDICES A–H

APPENDIX A — Code of Conduct for Street Chaplains (SCNYC)

For staff chaplains, CPE interns, and volunteer clergy

1. Professional Standards

1. **Chaplains must treat every person with dignity** regardless of housing status, mental state, race, gender, age, faith, political belief, or socioeconomic background.
2. **Chaplains do not proselytize.**
   - They may respond to requests for prayer or spiritual conversation.
   - They do not initiate religious messaging.
3. **All chaplains must complete at least one unit of CPE** (paid, volunteer, or intern).
4. **Communication must be clear, direct, and free of jargon or stylized spiritual language.**
   - No vague new-age phrases.
   - No sentence fragments.
   - Use complete sentences, grounded in everyday language.
5. **Confidentiality is maintained** except in situations involving imminent risk.

2. Safety & Conduct Standards

1. **Chaplains must work in pairs** at all times.
2. **Phones and tablets must remain out of sight** during all interactions.
3. **Chaplains do not intervene physically** unless someone is in immediate physical danger.
4. **Chaplains carry only approved items** in the SCNYC satchel.
5. **Chaplains are not enforcement agents.**
   - They do not direct behavior through orders.
   - They do not attempt to enforce subway or street rules.
6. **Chaplains must remain neutral and non-escalatory** in interactions involving police, EMS, or public conflict.

3. Boundaries

1. **Chaplains do not exchange money** with the public.
2. **Chaplains do not provide transportation in personal vehicles.**
3. **Chaplains do not engage in street-level medical interventions.**

4. **Chaplains do not initiate physical touch**, except when appropriate (for example, a requested hand-hold) and with clear consent.

4. Documentation

1. **Chaplains must complete a 2–5 minute encounter log** immediately after each interaction, using the SCNYC app.
2. **Documentation must be neutral and observational.**
3. **GPS tracking is never used automatically.**
4. **Notes requiring follow-up** must be flagged for supervision.

5. Interfaith & Cultural Competency

All chaplains must demonstrate:

1. Understanding of major religious and secular worldviews.
2. Facility with interfaith prayer when requested.
3. Awareness of NYC cultural norms including:
   - Immigrant communities
   - LGBTQ+ residents
   - Street economies
   - Neurodivergence
   - Trauma-informed communication
4. Willingness to learn continuously from partners across the city.

APPENDIX B — "What Is a Street Chaplain?" One-Page Handout Draft

(To be distributed to public agencies, police precincts, hospitals, and neighborhood associations.)

Street Chaplains of New York City (SCNYC)

A civilian, interfaith, non-enforcement presence in public space

Street chaplains are trained caregivers who walk city neighborhoods in pairs offering calm, compassionate, nonjudgmental support to anyone who requests it—or who appears to need it. They do not proselytize. They do not enforce rules. They do not replace existing services.

What Street Chaplains Do

- Offer grounding, conversation, and emotional stabilization
- Listen without judgment
- Support people experiencing stress, disorientation, loneliness, grief, or fear
- Connect people to local services, shelters, clinics, and crisis teams
- Offer prayer when asked, in any tradition

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

- Help diffuse tension by offering presence and calm communication
- Build connection with merchants, commuters, neighbors, and frontline workers
- Serve as a bridge to mental health professionals, social workers, and first responders

What They Do Not Do

- They do not proselytize
- They do not give medical care
- They do not perform enforcement actions
- They do not transport people
- They do not diagnose mental illness

Training & Professionalism

Street chaplains receive training in:

- Trauma-informed communication
- GRACE® compassion-based interaction
- De-escalation
- Interfaith competency
- Ethics, boundaries, documentation
- NYC-specific safety protocols

All chaplains have completed **at least one unit of Clinical Pastoral Education (CPE)**.

Why They're Here

New York City residents across all boroughs express a need for:

- a calm, human grounding presence
- someone to listen without judgment
- help navigating fear, crisis, or confusion
- an option between calling 911 and doing nothing

Street chaplains meet this need and enhance the City's public safety and public health infrastructure.

APPENDIX C —Deputy Director for Partnerships: Position Summary

The **Deputy Director for Partnerships** leads external relationships for SCNYC, coordinating with city agencies, faith institutions, hospitals, community organizations, business improvement districts, transit authorities, academic programs, and philanthropic funders. This role ensures that SCNYC functions as a collaborative, non-duplicative, non-threatening partner embedded within NYC's broader community safety and health ecosystem.

Qualifications

- Minimum **1 unit of Clinical Pastoral Education (CPE)**
- Master's degree in:
    - Public health
    - Public administration
    - Social work
    - Divinity
    - Community safety
    - Or related field
- Experience working within NYC civic structures preferred
- Experience with interfaith collaboration
- Ability to work across political, cultural, and religious boundaries
- Excellent verbal and written communication skills
- Demonstrated ability to build coalitions and coordinate diverse stakeholders
- Comfortable representing SCNYC to agencies, funders, and press

Core Responsibilities

1. Interagency Coordination

- Serve as primary liaison to:
    - Department of Community Safety
    - NYPD Community Affairs Bureau
    - NYC Health + Hospitals
    - Department of Homeless Services
    - DOHMH mobile crisis teams
    - FDNY/EMS
- Coordinate shared protocols and referral procedures.
- Attend city-wide safety meetings, advisory boards, and interagency briefings.

2. Faith & Community Partnerships

- Build relationships with:
    - Local clergy across all traditions
    - Buddhist, Hindu, Sikh, Muslim, Christian, Jewish, and humanist communities
    - Community centers and nonprofits
- Recruit **volunteer clergy (1+ CPE unit)**.
- Organize quarterly Interfaith Partners Roundtables.

3. Hospital & CPE Partnerships

- Formalize agreements with hospices, seminaries, and hospital-based CPE programs.
- Coordinate placement of CPE interns.

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

- Ensure CPE supervisors receive data needed for evaluations.

4. Business, Transit, and Neighborhood Partners

- Develop relationships with:
    - BIDs
    - MTA station managers
    - Transit workers
    - Storefront managers
    - Neighborhood associations
- Advocate for use of **unused public and commuter spaces** for chaplain storefront presence.

5. Funders & Philanthropic Partners

- Work with major NYC funders aligned with:
    - Community safety
    - Public health
    - Faith-based compassion work
    - Homelessness
    - Civic innovation
- Prepare briefings, LOIs, and presentations.

6. Training & Public Education

- Provide SCNYC overview sessions to:
    - NYPD precincts
    - EMS stations
    - Homeless outreach teams
    - Hospital emergency departments
- Create training materials explaining how to work with chaplains.

7. Accountability & Reporting

- Produce quarterly partnership reports
- Maintain master partnership database
- Lead annual review of partner feedback and integration needs

The Deputy Director for Partnerships ensures SCNYC is seen as:
collaborative, trustworthy, professional, and deeply committed to improving safety and emotional stability for all New Yorkers.

APPENDIX D — Detailed Budget & Cost Offsets

1. Summary of Pilot-Year Costs

Category	Estimated Annual Cost
Personnel (staff chaplains, leadership, admin)	$450,000–$650,000
Training (GRACE®, trauma, interfaith, safety)	$8,000–$20,000
Technology development (SCNYC proprietary app)	$75,000–$110,000
Storefront offices (borough + Manhattan zone)	$130,000–$200,000
Operational supplies (chaplain satchels, kits)	$35,000–$55,000
Evaluation (university or independent)	$30,000–$50,000
Insurance (liability + property)	$12,000–$18,000
Administration (office operations, utilities)	$35,000–$55,000

Total Pilot Year Budget Range: $850,000 – $1.4 million

2. Cost Offsets & Savings

CPE Integration

- 6–8 interns provide up to 3,200 hours annually
- Reduces staffing load significantly

Volunteer Clergy

- Must have completed **at least one unit of CPE**
- Offer 4–8 hours weekly
- Cover weekends, evenings, special events

Unused Commuter & Transportation Spaces

(Aligned with Mayor-Elect Mamdani's proposal)

- MTA stations, corridors, unused mezzanine spaces
- Ideally suited for:
    - Drop-in kiosk presence
    - Water/coffee stations
    - Chaplain visibility points
- Minimizes rent costs

Faith Partner In-Kind Support

- Meeting rooms for training
- Meditation rooms
- Community meal support

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

- Volunteer recruitment pipelines

University Partnerships

- Columbia Public Health
- NYU Silver or Wagner
- Union Theological
- Fordham
- Chaplaincy Innovation Lab
  Provide evaluation work or interns at reduced cost.

Technology Partnerships

- Hardware donation or discount
- Reduced app hosting
- Volunteer developers for version updates

APPENDIX E — Governance Structure & Interagency Coordination Framework

1. Governance Philosophy

SCNYC operates with three commitments:

1. **Non-duplication** — not replacing or competing with existing programs.
2. **Collaboration** — learning from and working alongside city agencies.
3. **Professional Transparency** — clear communication, clear boundaries, and honest documentation.

This aligns with NYC public-sector expectations and the new Department of Community Safety (DCS).

2. Leadership Structure

Executive Director

- Oversees program vision, staffing, and operations
- Reports directly to DCS

Deputy Director for Training & Clinical Formation

- Manages training, CPE partnerships, supervision, evaluation
- Oversees quality standards & ethics

Deputy Director for Partnerships

- Leads relationships with city agencies, BIDs, faith communities
- Coordinates cross-agency protocols
- Ensures SCNYC integrates respectfully

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

Borough Coordinator

- Manages local chaplain teams, storefront office, partnerships

CPE Supervisors (ACPE certified)

- Lead group supervision
- Coordinate chaplain formation

3. Interagency Coordination Principles

SCNYC chaplains must be seen as **helpful, non-threatening, and dependable** by all stakeholders.

Principle 1 — Collaborative Neutrality

SCNYC is neither anti-police nor police-adjacent.
It supports the ecosystem **as a whole**.

Principle 2 — Respect for Agency Expertise

SCNYC does not presume authority over:

- Social workers
- Mental health teams
- EMS
- Outreach teams
- ACS
- NYPD officers

Instead, chaplains offer supplementary support.

Principle 3 — Honest Communication

SCNYC leaders avoid political maneuvering and speak plainly:

- "We are here to strengthen the work you already do."
- "We do not replace you."
- "We bring an additional layer of human connection."

Principle 4 — Clear Role Boundaries

Chaplains are not clinicians or responders.
Chaplains are not security.
Chaplains do not take sides in enforcement matters.

4. Practical Integration Channels

Street Chaplaincy New York City (SCNYC): A Pilot and Scalable Model for Compassionate Public Presence, Community Safety, and Civilian Crisis Prevention. Motto and mission: Strengthen the city's civilian-led approach to safety and community well-being.

1. **NYPD Community Affairs Bureau**
   - Shared training sessions
   - Clear guidelines for safety-involved interactions
   - Chaplains may refer concerns
2. **NYC Health + Hospitals**
   - Pipelines for CPE student placements
   - Referrals for medical follow-up
3. **DHS & Homeless Outreach Teams**
   - Coordinated referral pathways
   - Warm hand-offs
4. **FDNY/EMS**
   - Collaboration in high-stress scenes
   - Emotional support for responders
5. **Transit Workers (MTA, station managers)**
   - Station-based presence
   - Chaplain office kiosks
6. **Local nonprofits and BIDs**
   - Open communication channels
   - Support for merchants and workers
   - Community engagement

APPENDIX F — Training & Formation Pathways

1. CPE Track

Eligibility

- Enrolled in accredited ACPE program
- Completion of orientation & safety training

Components

- 200 hours fieldwork (street + storefront)
- 100 hours seminar work
- Weekly ACPE supervision
- Case studies from street encounters

Outcome

- Development of professional chaplaincy competencies
- Readiness for advanced units

2. Professional Chaplain Track

Required Training Modules

- GRACE® (Roshi Joan Halifax)
- Trauma-informed communication
- Interfaith prayer competency
- Crisis recognition
- NYC safety protocols
- Ethics and boundaries
- Documentation practices
- De-escalation

3. Volunteer Clergy Track

Eligibility

- Must have **1 unit of CPE**
- Must agree to nondenominational practice in public space

Training Focus

- Working without a pulpit
- Public-space pastoral presence
- Responding to prayer requests
- Interfaith literacy
- Avoidance of proselytizing

4. Buddhist & Contemplative Pathways

Emphasize:

- Curiosity
- Embodied presence
- Right Speech
- Mindful awareness
- Nonjudgmental listening

Potential partnership:

- Roshi Joan Halifax
- Upaya Zen Center
- NY Zen Center
- Glassman lineage teachers

APPENDIX G — Staffing Models & Neighborhood Deployment Design

1. Pair Model

Each zone assigns chaplains in **pairs** for:

- Safety
- Emotional grounding
- Scenario debrief
- Shared assessment

2. Hours & Schedules

Professional chaplains work **20 hours/week**, allowing:

- Daily presence
- Prevention of burnout
- Flexible scheduling

CPE interns fill daytime blocks.
Volunteer clergy fill weekends & evenings.

3. Zone Size : Each zone covers **no more than 1 square mile**, enabling:

- Repeated interactions
- Strong relational networks
- Daily familiarity with residents, merchants, commuters

4. Deployment Examples

Borough Zone

- Residential + commercial corridor
- High density housing
- Transit nodes
- Schools, clinics
- Local merchants

Manhattan Bridge Zone

- Transit hubs
- Office towers
- High-volume sidewalks
- Tourists and commuters

5. Storefront Office Design

Each zone includes:

- A quiet chaplain regroup room
- Drop-in space for residents
- Water & tea station

- Resource wall
- Locker storage
- Documentation station (private)

Locations intentionally visible yet modest.