

United States v. City of Newark, et al., Civil Action No. 16-1731 (MCA) (MAH)

CONSENT DECREE

Independent Monitor - Ninth Quarterly Report

Peter C. Harvey
Independent Monitor
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NINTH QUARTERLY REPORT
(JANUARY 1, 2019 to MARCH 31, 2019)

**I. EXECUTIVE SUMMARY OF NINTH QUARTER'S ACTIVITIES
(JANUARY 1, 2019 – MARCH 31, 2019)¹**

This is Independent Monitor Peter C. Harvey's Ninth Quarterly Report, which comments on the City of Newark's (the "City") and Newark Police Division's ("NPD") progress with Consent Decree reforms during the period from January 1, 2019 to March 31, 2019.²

Appendix A provides a list of this quarter's key Consent Decree events.

Appendix B is the *Monitoring Team's Compliance Chart*, which assesses NPD's progress with Consent Decree tasks through the publication of this Quarterly Report.

Appendix C provides the status of NPD's Consent Decree-related trainings.

Appendix D provides the status of all of NPD's new or revised Consent Decree policies ("General Orders").

Appendix E is the *Monitoring Team's Youth Engagement Report*, which captures the results of listening sessions with Newark Youth as conducted by Dr. Delores Jones-Brown.

Appendix F is the *NPD Officer Survey Final Report*, which provides the results of the Monitor's second survey of NPD officers.

¹ Unless otherwise stated, the City's and NPD's progress with respect to Consent Decree tasks, as described in this Quarterly Report, reflects developments as of March 31, 2019.

² For a more detailed introduction to the Independent Monitoring Team, the Consent Decree, and the Parties to the Consent Decree, please see the Monitoring Team's website: <https://www.newarkpdmonitor.com/>.

II. DETAILED STATUS UPDATES

A. Data Systems

One of the most critical steps toward building both a modern police force and a Consent Decree-compliant police force is developing and maintaining current and detailed police information technology (“IT”) and data systems. As the Monitoring Team has emphasized since its First Quarterly Report, published April 24, 2017 – and it remains true as of March 31, 2019 – NPD’s IT systems do not meet this standard. This is largely because NPD lacks the skills and resources to enable this type of progress, as detailed below in the summary of the Gartner Report.

NPD’s IT and data systems should consist of tools that: (i) reduce the time police officers spend on administrative tasks, (ii) provide more time for each officer to participate in community engagement, (iii) enhance the level of service NPD can provide to the public, (iv) improve crime reduction, and officers’ ability to address quality of life issues and other public safety challenges, and (v) help NPD demonstrate accountability. NPD should develop and adopt an overarching IT and data systems strategy, hire personnel to execute and maintain it, and in some cases, implement new IT and data programs. Absent these changes, NPD will remain unable to achieve substantial compliance with the Consent Decree, and it certainly will not do so within the five-year time period set forth in the May 2016 Order.

In June 2018, the City and NPD took important first steps toward developing a plan to improve police IT and data systems. At the Monitoring Team’s recommendation, NPD retained a qualified, independent consulting group, to perform a comprehensive assessment of NPD’s IT and data systems, and recommend a path for IT modernization. In November 2018, Gartner, Inc. (“Gartner”) completed a detailed report of the results of its assessment (“the

Gartner Report”), and gave a presentation of the report to the City, NPD, and the Monitoring Team in February 2019. The Gartner Report identified key deficiencies in NPD’s IT and data systems, compared NPD to peer organizations around the country, and offered a number of recommendations that would lead to short-term and long-term improvements to NPD’s technology infrastructure. The Monitoring Team believes the Gartner Report’s recommendations are essential to NPD’s ability to create and implement the Early Warning System (“EWS”) required by the Consent Decree. The following provides a summary of Gartner’s process, assessment and recommendations, as well as the Monitoring Team’s perspective.

1. The Gartner Report

Information Gathering

Gartner’s assessment of NPD’s IT and data systems focused on three main components: (1) stakeholder expectation; (2) technology needs; and (3) challenges and risks. First, Gartner sought to understand NPD’s and key stakeholders’ goals for its IT and data systems. This process entailed examining the Consent Decree and talking with NPD leadership, City leadership, the City Office of Information Technology (“OIT”), the United States Department of Justice (“DOJ”), community members, and businesses within Newark. Second, after collecting and analyzing these various inputs, Gartner reviewed NPD’s current technology needs, meaning, the places where NPD has gaps or deficiencies in personnel, software, processes, or facilities. Finally, Gartner analyzed NPD’s current challenges, such as a heavy reliance on manual processes and paper; duplicative data entries into multiple data silos that increase the likelihood of error or inconsistency; NPD IT’s and OIT’s limited capacity to undertake major initiatives; and a lack of consistent IT Governance (meaning, lack of consistent planning and oversight of NPD’s IT and data systems).

Comparison to Peer Organizations

After collecting all of this information, Gartner compared NPD's IT and data systems to those used by peer police and government organizations. This comparison is an important component of Gartner's assessment, ensuring that its assessment is rooted in what is practical and reasonably attainable given a city of Newark's size and population, and given NPD's personnel. Gartner uses a "capability maturity" score to compare organizations' IT and data systems, and in particular, whether an organization's functions are mature enough to meet the organization's demands. From poor quality to high quality, capability maturity scores range from Level 1 (functional), to Level 5 (transformational). Scores take into account a wide range of considerations including, but not limited to, strategy and vision, leadership, and business and financial management capabilities.

Gartner scored NPD at Level 1 (i.e., "functional"), the lowest score on Gartner's capability maturity model, primarily because NPD: (i) possesses reliable, but functionally and technically limited systems; (ii) lacks a person in a senior IT position; (iii) lacks a current IT strategic plan; (iv) has narrowly focused IT roles and responsibilities for personnel without an adequate plan for developing and utilizing its workforce; (v) relies upon informal and simplistic IT performance measures; and (vi) needs to create a framework that supports the maintenance and financial management of the IT services that NPD provides. Following this assessment, Gartner provided recommendations to address and remedy NPD's deficiencies.

Recommendations

The Gartner Report contained an IT strategic plan with a roadmap to allow NPD to develop its organizational capabilities and ensure its ability to comply with the IT and data

systems requirements set forth in several provisions of the Consent Decree. Gartner recommended the City and NPD adopt nine objectives:

1. **Update officers' technology tools** by providing NPD personnel with adequate solutions and capabilities for accessing and processing data as necessary to discharge their duties.
2. **Improve records management, transparency, and information sharing** by creating an integrated data and records management system that is capable of storing, in an easily searchable manner, all data required to support operations and the specific requirements of the Consent Decree.
3. **Increase accountability and support for officer performance and wellness** by developing an Early Warning System ("EWS") or 'intervention' system capable of capturing all information necessary to ensure supervisory awareness and early identification of potentially problematic individual and department-wide conduct or signs of stress or other behavior that must be addressed.
4. **Create strong foundation for a technology enabled NPD** by implementing enabling technologies, processes and organizational structure required to meet the NPD's needs and user requirements, including but not limited to those of the Consent Decree.
5. **Reduce the number of system silos across NPD** to improve user experience, improve data through better data standards, structures, access and management; and maximize the use of limited resources through a rationalized, more manageable set of systems.
6. **Reduce NPD's reliance on paper forms and paper-based information** to create process efficiencies, improve the availability, access and quality of data and reduce the risk to business continuity.
7. **Ensure effective IT operating and governance models that align decision makers appropriately based on stakeholder-determined roles** – identifying needs, prioritizing IT investments, and implementing strategic solutions and ultimately satisfying NPD and users' expectations.
8. **Increase the depth and breadth of professional IT skills and talent, and improve the technology capability of end-users** through increasing training and IT professional staffing levels, and improving IT maturity and the effectiveness of the IT organization(s) supporting NPD.
9. **Improve IT infrastructure – platforms, information sharing capabilities, availability and disaster recovery** to leverage enterprise IT services and

capabilities, break down silos, foster innovation, encourage collaboration City-wide and improve user experience.

Gartner's recommendations are comprehensive. If implemented, NPD will have a data system that allows it to provide better response times and better deployment throughout the city.

Currently, NPD lacks personnel with the requisite experience in building police data systems. Additionally, implementing the entirety of Gartner's recommendations will require a significant financial investment from the City of Newark – Gartner estimated that NPD's IT overhaul would cost approximately \$31.4 million over a four-year period, with a significant portion of the cost allocated to personnel and staffing. To assist the City with a segmented implementation of the recommendations in the Gartner Report, at the Monitoring Team's request, Gartner developed a 12-month plan of action to provide NPD with manageable, fundamental, and incremental steps. This plan of action prioritizes: (1) hiring the appropriate personnel and human resources to address staffing and expertise deficits; and (2) building foundational technology capabilities. Based upon Gartner's recommendations, the Monitoring Team recommends that NPD take the following next steps:

1. Hire an IT leader immediately to assume ownership of the IT plan set forth in the Gartner Report. The IT leader should be empowered to hire or contract with IT managers and staff to implement the IT strategy and roadmap presented by Gartner.³
2. Implement an IT governance structure to enable NPD to prioritize IT needs and make IT-related decisions. Going forward, the governance structure must lead IT planning, oversee procurement, and ensure IT service management is performed according to best practices.
3. Engage with subject matter experts in data analysis to determine how NPD's current siloed systems can be accessed to produce meaningful reports for police supervisors

³ NPD and the City report that as of the publication of this quarterly report, NPD has published a job posting and begun to interview candidates for this position.

and analysis to assist with both Consent Decree compliance and the overall management of NPD.⁴

4. Contract with subject matter experts to: (a) develop requirements for a records management system (“RMS”); (b) perform a gap analysis to determine if the current RMS can be configured to meet those RMS requirements under the Consent Decree; and (c) either oversee the modifications to the existing RMS, or develop a request for proposal for the procurement of a new RMS.

B. Youth Engagement

The Consent Decree requires the Monitoring Team to assess the attitudes of representative samples of City residents. (*See* Consent Decree ¶ 22).

In fulfilling its obligation, the Monitoring Team sought to ensure that it did not overlook the perspective of Newark’s youth – a segment of the population that is more likely than other groups to come into contact with police. The Monitoring Team also hoped that reaching out to youth might encourage their participation in the consent decree process and NPD’s community engagement efforts.

While the Monitoring Team has conducted surveys of the Newark community, *see First Quarterly Report, Section V(H) and Eighth Quarterly Report, Section II(B)*, those surveys are not administered to and do not capture the perspective of Newark residents under the age of eighteen, particularly hard-to-reach youth, who are unlikely to have participated in the surveys’ random sample polling. Moreover, at past community events, community members have expressed concerns that the surveys do not capture responses from Newark youth.

To that end, the Monitoring Team, led by Subject Matter Expert Dr. Delores Jones-Brown,⁵ conducted fourteen “listening sessions” wherein young people living in Newark

⁴ NPD and the City report that as of the publication of this quarterly report, NPD plans to apply for financial assistance through the Bureau of Justice Assistance National Training and Technical Assistance Center to hire data experts.

⁵ Dr. Jones-Brown is a retired Professor in the Department of Law, Police Science and Criminal Justice Administration at John Jay College of Criminal Justice, City University of New York. She was the

were invited to share their experiences with and perceptions of NPD, along with their suggestions for creating more positive interactions between youth and police. Dr. Jones-Brown recorded and anonymized the information provided by Newark's youth during these listening sessions, and memorialized them in a Youth Engagement Report. The full Report can be found in **Appendix E** of this Quarterly Report. The Consent Decree also requires NPD to make reforms related to its engagement with Newark youth, including developing training that teaches officers "how to create positive interactions with youth," "measure[ing] the breadth, extent, and the effectiveness of its . . . outreach to youth," and require[ing] both NPD and the City "to seek and respond to input from the community about" the Consent Decree's implementation (§§ 14(a), 17, & 19). While the Monitoring Team's recommendations outlined in the Youth Engagement Report may assist NPD in developing mechanisms to satisfy these requirements, the listening sessions and Report are not meant to, and do not, satisfy NPD's youth engagement obligations under Paragraphs 14, 17, and 19 of the Consent Decree. The Youth Engagement Report has three components: (1) methodology; (2) findings and themes; and (3) recommendations from Dr. Jones-Brown. Those aspects are summarized below.

1. Methodology

Listening sessions are what the term suggests. They are an opportunity to hear from participants about their experiences. In this instance, listening sessions offered Newark Youth an opportunity to provide suggestions for creating positive change, and suggestions for creating (or maintaining) opportunities for positive interaction with NPD officers. These

founding director of the John Jay College Center on Race, Crime and Justice where she served as faculty research fellow. Her areas of research and scholarship include: race, crime and the administration of justice; police-community relations; juvenile justice; and the legal socialization of adolescent males. Dr. Jones-Brown has spent time as a criminal justice practitioner in multiple areas, including prosecution, community-based and institutional corrections and program development for court-involved youth. She continues to be involved with the development of law and justice-related education for middle schools and high schools.

sessions are less structured and are far more organic than other methods of capturing people's perspectives, such as focus groups, community forums and surveys. Surveys and focus groups require participants to respond to a limited number of questions, usually in a preset response format, and using words that youth may not understand. Other qualitative methods, such as ethnographic observations, require more time, specialized training, and research ethics safeguards than were within the scope of the proposed project. During the listening sessions, youth were able to describe their experiences in detail using their own words. For these reasons, listening sessions were chosen over surveys and focus groups.

Dr. Jones-Brown's listening sessions were arranged through contact with Newark-based individuals and organizations with a direct connection to the youth whose participation was being sought, such as the All Stars Project-New Jersey and the New Jersey Institute for Social Justice ("NJISJ"), a member of the Monitoring Team. To ensure that the Monitoring Team captured experiences from youth who live in areas with high police activity, Dr. Jones-Brown compared a geographic map of the Newark wards to an NPD Arrest Density Map displaying "hot spots" for arrests, and attempted to identify youth living in wards with high levels of enforcement activity and calls for service.⁶ Dr. Jones-Brown, with some co-facilitation by faculty or staff at the locations where the sessions were held, led each listening session. To maximize participation and minimize fear of retaliation or privacy concerns, Dr. Jones-Brown used handwritten notes to memorialize the discussions rather than audio or video recordings.

Dr. Jones-Brown conducted listening sessions over a four-month period, from May 30th to September 26th, 2018, with a total of 158 youth, ages 8 to 28, and approximately 28 teachers and staff. In arranging the listening sessions, Dr. Jones-Brown was especially interested

⁶ See Attachments A and B to the *Youth Engagement Report*.

in receiving comments and observations from the following youth: (1) those engaged in serious misconduct; (2) school dropouts; (3) students in alternative schools; (4) high school age; (5) middle school age; (6) elementary school age; (7) residents of public housing; (8) immigrants; (9) LGBTQI; and (10) females. Youth were asked to comment on three main topics: (a) whether they were aware of the Consent Decree; (b) whether they had contact with NPD; and (c) whether they had suggestions for positive engagement between NPD and youth.

Dr. Jones-Brown held fourteen listening sessions at schools and the offices of community-based organizations across Newark:

- two sessions at the headquarters of the All Stars Project-New Jersey, a youth program that has a relationship with the City and NPD via its Operation Conversation: Cops and Kids Program;⁷
- one session with the NJISJ Youth Council;
- two sessions with LGBTQI youth;
- one session with high school girls;
- one session consisted of youth who have been arrested for serious and violent crimes;
- one session devoted to alternative school students;
- three sessions with male and female high school students; and
- three sessions with third, fourth and fifth graders.

⁷ According to its website, All Stars Project-New Jersey (ASP-NJ) has been “on the ground in Newark since 1999, and has touched the lives of more than 35,000 young people.” Operation Conversation: Cops and Kids (OCCK) is run by Dr. Leonora Fulani, based at the All Stars Project headquarters in Manhattan. A February 2018 ASP-NJ newsletter notes that OCCK was officially launched in Newark on April 5, 2017 by Mayor Ras Baraka. The newsletter reported that, as of that date, 12 workshops had been held in various Newark locations with 118 youth and 104 police officers participating. To learn more about All Stars Project-New Jersey visit: <https://allstars.org/locations/new-jersey/>. To learn more about Operation Conversation: Cops and Kids visit: <https://allstars.org/copsandkids/>.

2. Findings and Themes Identified Across Listening Sessions

The listening sessions provided a wealth of information about the three main topics youth were asked to comment on. First, the listening sessions revealed most youth had no knowledge of the Consent Decree. Second, youth described varied levels of interaction with police. Some youth reported positive interactions, including contact as simple as having officers holding doors open for them as they walked, or feeling safer in the presence of NPD officers. A few youths from crime-challenged neighborhoods acknowledged that police presence has reduced crime in their community.

Many more participants, however, described interactions that they found undesirable – that is, the police did not behave the way the youth thought they should have behaved. As reported, these experiences included the police having been rude, calling them names, “treating them like criminals,” and handling them in ways that they found verbally or physically abusive. For example, one alternative school student complained that NPD officers “strip searched” him down to his underwear while in public. A youth in one of the LGBTQI listening sessions reported that he had been “harassed” by the police when he was younger, including being called derogatory terms by NPD officers.

Lastly, youth presented thoughtful and practical suggestions for improving interactions between young people and NPD officers. Suggestions from younger participants included that NPD wear larger name tags, say “hello,” and not be “mean” when a child does something wrong, ultimately reflecting a need for NPD to interact with children in a way that is cognizant of their age. Youth also expressed a desire to engage in more recreational activities with officers, such as sports and block parties. Other common suggestions were developing in-school assemblies to provide NPD and youth an opportunity to interact, and *Know Your Rights* sessions with youth, parents and officers to educate people on youth’s constitutional rights.

LGBTQI youth suggested that officers receive training on how to interact with them and would like these trainings to take place at LGBTQI-supporting centers and utilize LGBTQI trainers. Furthermore, NPD's respect for their constitutional rights was critical to creating legitimacy with older youth, youth in alternative schools, and youth who have had contact with the juvenile justice system.

While youth across various demographics reported varying experiences with NPD and offered a range of recommendations for more robust youth engagement, Dr. Jones-Brown identified several themes across the listening sessions, which are detailed in the *Youth Engagement Report* and presented below.

Youth Experiences with Newark Police

- **Aggressive Behavior.** Youth have experienced or witnessed officers acting in a way they believed was unnecessarily violent or aggressive toward Newark residents (10)(23).⁸ These experiences caused youth to feel fear and distrust of and anger toward Newark police officers.
- **Racial and Appearance Profiling.** Youth feel they are profiled by their race, where they live, or their appearance, including their choice of hairstyle, tattoos, style of dress, and gender presentation (11)(23)(29).
- **Sexual and Gender-Based Harassment.** A young woman reported experiencing catcalls and sexual remarks from NPD officers, and feared that this behavior gave permission to men in the community to engage in the same behavior (8). Transgender young women also reported being questioned about their gender identity, and reported that officers will frequently physically touch them to determine their "real" gender (24). Gay young men reported that NPD officers will frequently use homophobic slurs towards them (22-23).
- **Slow Responses.** Youth feel NPD is too slow in responding to calls for service, especially in emergency situations, such as shootings (8)(11)(21)(35)(47)(61).
- **Fear of Newark Neighborhoods.** Youth feel that NPD officers are not familiar with the people of Newark, and that many officers are fearful of Newark neighborhoods (11)(16)(25)(52). Some youth believe that nationally circulated

⁸ Where relevant, we have included citations to specific pages of the *Youth Engagement Report* in parentheses.

videos of police conduct have impacted the behavior of both police and the community, with both sides being more fearful of one another (13).

- **Lack of Accountability.** Some youth expressed the opinion that reform efforts are “a waste of time” because NPD officers are not ultimately held accountable for their behavior (16).
- **Avoidance.** Youth intentionally avoid contact with NPD (7)(13)(22)(37)(40). Young people who are not involved in criminality find themselves going out of their way to avoid the police for fear that they will be stopped and questioned and treated like suspects. They find it very difficult to avoid this kind of treatment by police officers because of the way police are deployed across the city, *e.g.*, around their schools at certain hours, coupled with officers’ aggressive policing tactics. Even if they are victims of criminal behavior, some do not feel that they can approach the police for help. And, many report an unwillingness to cooperate with police investigations for fear of how the police will treat them, and because of the negative experiences that they have had with the police.
- **Perpetual Criminalization.** Youth who have juvenile justice histories feel that they are treated as if they are always involved in criminal activity, and have no constitutional rights (36).

Youth Suggestions for Creating Positive Youth Engagement

- **Lift Up Positive Behavior.** Identify officers who interact positively with youth and use them to train other officers on positive youth engagement (11).
- **Use Positive Language.** Officers should use positive language when engaging with youth. For example, the officer can ask “How are you doing?” instead of initiating an interaction by asking “Where are you coming from or going to?” (18).
- **Education.** Given the demanding and complex nature of officers’ duties, officers should be required to obtain a certain degree of education in relevant fields, such as sociology and psychology, and training on how to positively interact with youth, and specialized training for interacting with LGBTQI youth, females and youth who are not English-proficient (15)(18).
- **Use Community Feedback.** Officers should receive regular professional development training that incorporates participation from youth in each ward (15). NPD should also consider hosting discussions with youth in the community to review and discuss nationally circulated videos of controversial police conduct, especially incidents involving police contact with youth (12).⁹

⁹ Dr. Jones-Brown added that, if available, videos of local police misconduct should be used in these trainings as well.

- **Have Fun.** Officers should engage in recreational activities with youth, like sports and going to the movies (11). Many youth expressed a desire to engage with officers in ways that are unrelated to law enforcement or public safety (57). However, even among the youngest participants, the youth were clear that youth engagement strategies should not be limited to recreational events.
- **Residency Requirements.** Officers should be required to live in the communities they serve (18)(28).
- **Meet Youth Where They Are.** Officers should, for example, visit youth at school and other community-based settings to engage in interactive activities, including *Know Your Rights* sessions and other events where youth are given a leadership role or officers and youth work together to plan the event and present information (17-18).

3. Recommendations from Dr. Jones-Brown

Dr. Jones-Brown concludes the Report with several recommendations for NPD to improve its positive youth engagement efforts and incorporate ideas presented by participants in the listening sessions. Dr. Jones-Brown recommends that NPD should:

- read the *Youth Engagement Report* and assess the feasibility of implementing recommendations provided by youth;
- hold community fora to discuss the findings and suggestions of the Report with youth, their parents, and the Newark community and afford youth an opportunity to lead one or more community forums;
- develop training that specifically addresses communication techniques for interacting with youth and involve youth in the training's development;
- address "appearance profiling" in its bias-free training, with specific attention to hairstyles, specifically dreadlocks, gender-presentation, grooming, and style of dress;
- hold specific LGBTQI youth listening sessions and related NPD training in spaces supportive of the LGBTQI community;
- work with each neighborhood's local precinct to hold additional listening sessions, particularly for the difficult-to-reach populations, including immigrant youth, school dropouts, gang-affiliated youth and residents of public housing – populations who were somewhat underrepresented in the listening sessions;

- create a process that will allow the department to continue to receive and incorporate feedback from a wide-range of youth, especially those who have had criminal justice system contact and who live in wards with high levels of police presence; and
- recognize that the youth of Newark are *not* all the same. Youth engagement strategies/programs should be developed in partnership with the self-identified and varying needs of youth across differing age groups, identities and social circumstances.

C. NPD Officer Survey

The Monitoring Team has completed the Second Officer Survey, which provides data on *officer* attitudes on a range of issues, including job satisfaction, police-community relations, the potential for within-department bias, and NPD leadership. The results of the Second Officer Survey are described in more detail below.

The Officer Survey was undertaken by the Center on Policing at Rutgers University, led by Monitoring Team members Linda Tartaglia, Director of the Center On Policing, Dr. Wayne Fisher, Dr. Rosalyn Bocker Parks, and Alisa Matlin (the “Rutgers Team”). Over the course of six months, the Rutgers Team distributed the Police Survey in paper and electronic format to each NPD officer. The survey was administered through the same written instrument used in the first year Police Survey, allowing the Monitoring Team to track changes in NPD officers’ attitudes and perceptions over time. As described more fully in the Police Survey Report (attached to this Quarterly Report as **Appendix F**), the Rutgers Team was able to draw a number of conclusions from this year’s survey responses compared to the first-year Police Survey. (The first-year Police Survey is appended to the *First Quarterly Report* as Appendix D, available at <https://www.newarkpdmonitor.com/wp-content/uploads/2016/06/First-Quarterly-Report.pdf>.)

For example, NPD officers generally reported perceiving lower levels of within-department bias in the 2019 survey than in the 2017 survey: in the 2017 survey, 48.7% of

respondents reported “low” levels of within-department bias, whereas 56.1% reported “low” levels in the 2019 survey. “Within-department bias” refers to any perception by NPD officers that NPD command staff treats some employees differently due to race, ethnicity, gender, and sexual orientation. Some trends, however, remained the same: in both surveys, officers with less than two years of experience perceived lower levels of within-department bias than officers with 10+ years of experience. In the 2019 survey, 95.8% of officers with less than two years of experience reported “low” levels of bias, compared to 43.1% of officers with 10+ years. Meanwhile, 22.1% of officers with 10+ years of experience reported perceiving “high” levels of within-department bias, compared to 4.2% of officers with less than two years of experience.

Similarly, a larger percentage of officers in the 2019 survey reported “low” levels of policing bias (79%) than in 2017 (69.8%). “Policing bias” refers to any perception by NPD officers that their fellow NPD officers are less respectful or use more force against citizens who are non-white, do not speak English, or are gay, lesbian, bisexual, or transgender. As in the first-year survey, however, officers’ race and experience were both significant factors associated with perception of policing bias. While white officers and officers of other races overwhelmingly indicated “low” levels of policing bias (94.3% and 84.3%, respectively), the percentage of black officers perceiving “low” levels of policing bias was just over half (58%). Similarly, officers with less than two years of experience and officers with between two and nine years of experience overwhelmingly reported perceiving “low” levels of policing bias (93.2% and 89.1% respectively), while a comparatively lower percentage of officers with 10+ years of experience reported “low” levels of policing bias (73.7%). The first-year survey revealed similar reports.

The Monitoring Team thanks NPD for its cooperation in the administration of the Police Survey. We hope that the data provided in this survey serves as both a useful guide to

NPD in continuing to formulate its internal and community-facing practices and as a window for community members and other stakeholders into the current experience of NPD officers.

D. Independent Monitor’s Request for Data from January 28 Officer-Involved Shooting

The Monitoring Team’s primary functions – (1) overseeing NPD’s progress in implementing, and achieving compliance with the Consent Decree and (2) reporting on the status of implementation – requires timely access to documents and materials in the City’s and NPD’s possession. Indeed, the Consent Decree expressly requires that NPD give the Monitor access to NPD’s data, including, but not limited to internal affairs and criminal investigation files. (*See* Consent Decree ¶¶ 201, 203, 204).¹⁰

During this reporting period, the Monitor repeatedly requested from NPD records and camera-footage related to a January 28, 2019 officer-involved shooting that left one individual deceased and another seriously wounded (the “Officer-Involved Shooting”). The Monitor sought to study the videos and reports concerning the shooting to determine whether, or not, recommendations were in order regarding NPD’s newly implemented, revised Use of Force Policies and/or training. The City and NPD’s response in refusing to produce the requested information violated the letter and spirit of Consent Decree Paragraphs 201, 203 and 204.

¹⁰ Paragraph 201 of the Consent Decree provides in part: “[t]he City and NPD will ensure that the Monitor has full and direct access to all City and NPD documents and data that the Monitor reasonably deems necessary . . . [s]uch access includes, but is not limited to, internal affairs and criminal investigation files.” Paragraph 203 states: “[t]he Monitor and DOJ will provide the City and NPD with reasonable notice of a request for copies of documents. Upon such request, the City and NPD will provide in a timely manner copies (electronic, where readily available) of the requested documents to the Monitor and DOJ.” Paragraph 204 adds that “[t]he Monitor will have access to all NPD records and information relating to criminal investigations of NPD officers as permissible by law. The Monitor will have access to all NPD documents in such files that have been closed by NPD after the Effective Date. The Monitor also will have reasonable access to all NPD arrest reports, warrants, and warrant applications initiated after the Effective Date whether or not contained in open criminal investigation files.” The “Effective Date” of the Consent Decree is March 30, 2016.

On January 29, 2019, NPD sent a notice to both the Independent Monitor and U.S. Department of Justice (“DOJ”) advising that the Officer-Involved Shooting had occurred. On February 7, the Monitor made an initial request for NPD and the City to turn over records and camera-footage related to the shooting. In response to the Monitor’s initial request, the City asserted that the requested information could not be released because the Officer-Involved Shooting was “currently under investigation by the Essex County Prosecutor’s Office.”

On February 19, the Monitor reiterated his request for camera footage and reports concerning the shooting, clarifying that the Monitoring Team was *not* requesting documents, video, or testimony comprising county grand jury exhibits, nor was it seeking any of the City’s or the Essex County Prosecutor’s Office’s (“ECPO”) investigative files, however defined by the City or ECPO.

On February 21, the City again advised that it would not release the requested records and documents because the incident was the subject of an ongoing ECPO investigation. However, the City’s purported rationale is unconvincing because the Monitor is bound by the confidentiality provision of the Consent Decree, which requires the Monitor to “maintain the confidentiality of all non-public information provided by the City and NPD.” (*See* Consent Decree ¶ 205). On the same date, correspondence from an ECPO Assistant Prosecutor stated that ECPO would not release records until its investigation of the Officer-Involved Shooting had “reache[d] the point of substantial completion.” The assistant prosecutor estimated that the investigation would be completed “within one week,” presumably, of the February 21 letter. Despite this representation, or prediction, by mid-March, the Monitor had not received the requested data or any additional information from the City, NPD or the Prosecutor’s Office.

In a letter to the City dated March 19, 2019, the Monitor persisted in his request for information. Nonetheless, the Assistant Prosecutor, in a letter dated March 22, 2019, responded that ECPO's investigation would not reach a point of substantial completion until it was presented to the grand jury "next month," presumably in April 2019. The Monitor received no further communication regarding his request for information about the shooting.

On May 21, 2019, a grand jury indicted the officer involved in the shooting. That evening, news media released reports containing body-worn camera footage of the Officer-Involved Shooting.¹¹ One or more law enforcement agencies released to the media video capturing the shooting and related police behavior. Despite the indictment – which precluded any assertion that an investigation was ongoing – neither the City nor NPD turned over the requested data to the Monitor.

As of the end of this reporting period, March 31, 2019, neither the City nor NPD had turned over the requested data. After this reporting period ended, NPD turned over all of the requested data to the Monitoring Team. The Monitoring Team will report on the data in the Independent Monitor's Eleventh Quarterly Report, covering the period from July 1, 2019 to September 30, 2019.

E. NPD's Community Engagement

Consent Decree Paragraph 17 requires NPD to "implement mechanisms to measure the breadth, extent, and effectiveness of community partnerships and problem-solving strategies, including officer outreach, particularly outreach to youth." Paragraph 18 requires

¹¹ See e.g., *Newark Cop Charged in Traffic Stop Shooting That Left 1 Man Dead*, NBC (May 21, 2019, 7:28 PM) <https://www.nbcnewyork.com/news/local/Newark-Cop-Charged-Shooting-Excessive-Force-510216231.html> (updated May 22, 2019, 8:17AM); Everett, R., *Wild video shows indicted Newark cop repeatedly jump from cop car to fire at fleeing vehicle, killing driver*, NJ.COM, May 21, 2019, <https://www.nj.com/essex/2019/05/grand-jury-indicts-newark-police-officer-who-fatally-shot-fleeing-driver.html> (updated May 22, 2019).

NPD to prepare “quarterly reports on its community policing efforts,” and Paragraph 19 requires NPD and the City to “implement practices to seek and respond to input from the community about this Agreement’s implementation.” Pursuant to Paragraph 20, all of these studies and reports must be made publicly available, and posted on NPD and City websites.

NPD continues to make progress toward compliance with these paragraphs. During this reporting period, NPD posted to its website its fourth quarterly report on community engagement – covering the period from October 1 to December 31, 2018. NPD also hosted two community forums. On February 28, NPD hosted a town hall meeting to discuss its progress implementing Consent Decree mandates at Saint James A.M.E. Church. On March 11, NPD hosted a town hall meeting at Unity Fellowship Church to discuss and hear comments from the community about its LGBTQ+ policy training curriculum.

F. Monitoring Team’s Community Engagement

Paragraph 186 of the Consent Decree requires the Monitor to hold community meetings to discuss the quarterly reports, inform the public about the implementation process, and hear community perspectives of police interactions. As part of this outreach, the Monitor holds periodic community forums in different locations throughout Newark to discuss the City’s and NPD’s progress with achieving the Consent Decree’s requirements, the Monitor’s Quarterly Reports, and the Monitoring Team’s work.

During this reporting period, the Monitoring Team released its Sixth Quarterly Report. On March 19, the Monitoring Team held its Sixth Quarterly Report Community discussion at the New Hope Baptist Church. The New Jersey Institute for Social Justice, in partnership with the New Hope Baptist Church, coordinated this event, and it was attended by approximately 20 community members, as well as members of the Monitoring Team, NPD, and DOJ.

III. NEXT QUARTER ACTIVITIES (APRIL 1, 2019 – JUNE 30, 2019)

A. Audits

During this reporting period, on March 15, 2019, pursuant to Consent Decree Paragraph 180, the Monitoring Team provided NPD with notice that in no fewer than 45 days, the Monitoring team would initiate an audit of NPD's training records for the following Consent Decree-related trainings: (i) community-oriented policing, (ii) body-worn cameras and in-car cameras; (iii) use of force; and (iv) consensual citizen contacts and investigatory stops, searches with or without a search warrant, and arrests with or without an arrest warrant. The training records audit commenced after the close of this reporting period. The Monitoring Team will include the results of the audit in a future report.

After this reporting period, on May 24, 2019, the Monitoring Team provided NPD with notice that it would soon initiate an audit of NPD's Body-Worn Cameras to assess its compliance with NPD's revised Body-Worn Camera policy. As of the publication of this quarterly report, the Monitoring team has nearly completed its audit of NPD's Body-Worn Cameras. The Monitoring Team will report on the results on the audit in a future report.

B. Property and Evidence Management

The Monitoring Team previously reported on NPD's need to take steps to address deficiencies in its property and evidence management systems, including by: (i) improving its inventory procedures and officer surveillance systems; (ii) making appropriate personnel decisions; (iii) implementing new and/or revised policies and procedures that govern property storage and security and (iv) addressing physical limitations of NPD's property storage facilities (see *First Quarterly Report*, Section V(C); *Second Quarterly Report*, Section IV(D); *Fourth Quarterly Report*, Section III(E).) Members of the Monitoring Team have conducted an on-site

review of NPD's property and evidence management systems and will report on NPD's progress in the Independent Monitor's next (Tenth) quarterly report.

IV. APPENDICES

- A. Chronology of Key Events**
- B. Compliance Chart**
- C. Training Administration Status Update Chart**
- D. Policy Status Update Chart**
- E. Youth Engagement Report**
- F. 2019 Officer Survey Final Report**

Appendix A

Timeline (Meetings, Milestones and Events)**Independent Monitor's Ninth Quarterly Report — January 1 through March 31, 2019.**

Date	Event
January 16, 2019	The Monitoring Team releases its Sixth Quarterly Report.
February 14, 2019	NPD conducts a focus group with NPD officers to discuss community engagement and arrest procedures.
February 28, 2019	NPD hosts a town hall meeting at Saint James A.M.E. Church to discuss its progress implementing Consent Decree mandates.
March 5, 2019	NPD posts its fourth quarterly report on community engagement (covering the period from October 1 to December 31, 2018) to its website.
March 11, 2019	Public Safety Director meets with members of the Office of Professional Standards and the Independent Monitoring Team to discuss integrity audits and personnel investigations.
March 11, 2019	NPD hosts a town hall meeting at Unity Fellowship Church to discuss and collect feedback from the community on the LGBTQI training curriculum.
March 19, 2019	The Monitoring Team holds its Sixth Quarterly Report community forum at the New Hope Baptist Church.

Appendix B

**Consent Decree Compliance and Implementation
(March 30, 2016 to October 25, 2019)**

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I. Definitions

NPD's compliance with the deadlines set forth in the Consent Decree and the Second-Year Monitoring Plan will be assessed using the following categories: (1) not assessed, (2) initial development, (3) preliminary compliance, (4) operational compliance, (5) non-compliance, (6) administrative compliance, and (7) full compliance. Each of these terms is defined below.

1. Not Assessed

"Not Assessed" means that the Monitoring Team did not assess the Consent Decree provision during this reporting period. Acceptable reasons for why a requirement was not assessed may include that the deadline has not passed or some other substantive reason.

2. Initial Development

"Initial Development" means that during the auditing period, NPD has taken meaningful steps toward achieving compliance with a Consent Decree requirement that is not yet scheduled for completion. Initial Development will be noted only if NPD's efforts are consistent with established timeframes in the Monitoring Plan or Consent Decree. Where NPD was expected to have achieved at least Initial Development during the auditing period, and has not, NPD has been found not to be in compliance.

3. Preliminary Compliance

"Preliminary Compliance" means that during the reporting period, NPD has developed, and the Independent Monitor, DOJ, and City have approved, respective policies or standard operating procedures ("SOPs") and related training materials that are consistent with a Consent Decree requirement. This category only applies to SOPs and training.

4. Operational Compliance

"Operational Compliance" means that NPD has satisfied a Consent Decree requirement by demonstrating routine adherence to the requirement in its day-to-day operations or by meeting the established deadline for a task or deliverable that is specifically required by the Consent Decree or Monitoring Plan. NPD's compliance efforts must be verified by reviews of data systems, observations from the Monitoring Team, and other methods that will corroborate its achievement. In this report, the Monitoring Team only will assess NPD for compliance with established deadlines.

5. Non-Compliance

"Non-Compliance" means that NPD has either made no progress towards accomplishing compliance, or has not progressed beyond Initial Development at the point in time when NPD is expected to have at least achieved Preliminary Compliance for the reporting period.

6. Administrative Compliance

“Administrative Compliance” means that during the auditing period, NPD has completed all necessary actions to implement a Consent Decree requirement, but General Compliance has not yet been demonstrated in NPD’s day-to-day operations.

7. Full Compliance

“Full Compliance” means that all Monitor reviews have determined that NPD has maintained Operational Compliance for the two-year period.

8. Effective Date

The “Effective Date” is March 30, 2016. *See* Consent Decree, Section II(4)(s).

9. Operative Date

The “Operational Date” is July 12, 2016. *See* Consent Decree, Section II(4)(ff).

II. General Officer Training

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement ¹	Status	Discussion
NPD will provide officers at least 40 hours of in-service training each year.	¶ 9	Within two years of the Effective Date (March 30, 2018) and then annually thereafter	Ongoing	
NPD will provide training to officers regarding the requirements of the Consent Decree, and the timeline for their implementation.	¶ 10	Within 90 days of the Operational Date (October 10, 2016)	Preliminary Compliance	See First Quarterly Report, Section IV(B).
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of individual policies	N/A	The status for training requirements for each Consent Decree area (e.g., use of force, bias-free policing), are located in those sections of this Chart.
NPD will maintain complete and consistent training records for all officers.	¶ 12	Within two years of the Effective Date (March 30, 2018) ²	Initial Development	The Monitor will include the results of its audit of NPD's training records in a future quarterly report.

¹ Deadlines in the Compliance Chart reflect the original deadlines set forth in the Consent Decree. The deadlines do not reflect deadlines established as part of the First or Second-Year Monitoring Plans.

² Consent Decree Paragraph 5 provides that "NPD will develop comprehensive and agency-wide policies and procedures that are consistent with and incorporate all substantive requirements of this Agreement. Unless otherwise noted, NPD will develop and implement all such policies, procedures, and manuals within two years of the Effective Date."

Community Engagement and Civilian Oversight (including Community Policing) Continued**III. Community Engagement and Civilian Oversight (including Community Policing)**

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will review and revise its current community policing policy or policies to ensure compliance with Consent Decree.	§ V; ¶ 5	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Non-Compliance	The Monitor will assess this requirement during compliance audits.
Civilian Oversight (¶ 13)				
The City will implement and maintain a civilian oversight entity.	¶ 13	Within 365 days of the Effective Date (March 30, 2017)	Non-Compliance	See Sixth Quarterly Report, Section III(A)(2).
Community Engagement Measures and Training (¶¶ 14-21)				
NPD will provide 8 hours of in-service training on community policing and problem-oriented policing methods and skills for all officers, including supervisors, managers and executives, and at least 4 hours annually thereafter.	¶ 14	July 9, 2017	Preliminary Compliance	See Ninth Quarterly Report, Appendix C.
NPD will assess and revise its staffing allocation and personnel deployment to support community policing and problem solving initiatives, and will modify deployment strategies that are incompatible with community policing. NPD's assessment and modified strategy must be approved by the DOJ and Monitor for approval.	¶ 15	July 9, 2017	Non-Compliance	See Eighth Quarterly Report, Section II(A).

Community Engagement and Civilian Oversight (including Community Policing) Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will assign two officers to each precinct to work with residents to identify and address communities' priorities, and who are not assigned to answer calls for service except in exigent circumstances.	¶ 16	Pending completion of the assessment required in ¶ 15	Initial Development	See Seventh Quarterly Report, Section II(A)(1).
NPD will implement mechanisms to measure the breadth, extent, and effectiveness of its community partnerships and problem-solving strategies, including officer outreach, particularly outreach to youth.	¶ 17	Within 210 days of the Operational Date (February 7, 2017)	Initial Development	See Seventh Quarterly Report, Section II(A)(1).
NPD will prepare a publicly available report of its community policing efforts overall and in each precinct.	¶ 18	Within 240 days of the Operational Date March 9, 2017	Initial Development	See Ninth Quarterly Report, Section II(E).
NPD and the City will implement practices to seek and respond to input from the community about the Consent Decree's implementation. Such practices may include direct surveys, comment cards and town hall meetings.	¶ 19	Within two years of the Effective Date (March 30, 2018)	Initial Development	See Ninth Quarterly Report, Section II(E).
All NPD studies, analyses, and assessments required by this Agreement will be made publicly available, including on NPD and City websites, in English, Spanish, and Portuguese, to the fullest extent permitted under law.	¶ 20	Within two years of the Effective Date (March 30, 2018)	Not Assessed	
NPD will implement a policy to collect and maintain all data and records necessary to facilitate transparency and wide public access to information related to NPD policies and practices, as permitted by law.	¶ 21	Within two years of the Effective Date (March 30, 2018)	Not Assessed	

IV. Stops, Searches, and Arrests

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Investigatory Stops and Detentions (¶¶ 25-28)				
NPD will review and revise its current stop, search, and arrest policy or policies to ensure compliance with Consent Decree, consistent with Paragraphs 25-28.	¶ 5	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the stop, search, and arrest policies or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Preliminary Compliance	See Eighth Quarterly Report, Section II(C).
NPD will train officers to use specific and individualized descriptive language in reports or field inquiry forms.	¶ 26	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Fourth Quarterly Report, Section III(C)(3).
Searches (¶¶ 29-34)				
NPD will review and revise its current stop, search, and arrest policy or policies to ensure compliance with Consent Decree, consistent with Paragraphs 29-34.	¶ 5	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the stop, search, and arrest policies or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Preliminary Compliance	See Ninth Quarterly Report, Appendix C.

Stops, Searches, and Arrests Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Arrests (¶¶ 35-42)				
NPD will review and revise its current stop, search, and arrest policy or policies to ensure compliance with Consent Decree, consistent with Paragraphs 35-42.	¶ 5	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the stop, search, and arrest policies or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Preliminary Compliance	See Ninth Quarterly Report, Appendix C.
Stop, Search, and Arrest Training (¶¶ 43-50)				
NPD will provide 16 hours of training to all NPD personnel on the First and Fourth Amendments, including the topics set forth in ¶ 43 of the Consent Decree, and at least an additional 4 hours on an annual basis thereafter.	¶ 43	November 1, 2017	Preliminary Compliance	See Ninth Quarterly Report, Appendix C.
NPD supervisors will take appropriate action to address violations or deficiencies in stops, detentions, searches, and arrests; maintain records; and identify repeat violators.	¶ 48	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
Stop, Search, and Arrest Data Collection and Review (¶¶ 51-54)				
NPD will implement use of data collection form, in written or electronic report form, to collect data on all investigatory stops and searches, as approved by the DOJ and Monitor.	¶ 52	September 9, 2017	Initial Development	

Stops, Searches, and Arrests Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will develop a protocol for comprehensive analysis of stop, search and arrest data, subject to the review and approval of the DOJ and Monitor.	¶ 53	Within two years of the Effective Date (March 30, 2018)	Non-Compliance	
NPD will ensure that all databases comply fully with federal and state privacy standards governing personally identifiable information. NPD will restrict database access to authorized, identified users who will be permitted to access the information only for specific, legitimate purposes.	¶ 54	Within two years of the Effective Date (March 30, 2018)	Not Assessed	
First Amendment Right to Observe, Object to, and Record Officer Conduct (¶¶ 55-62)				
NPD will require or prohibit officer conduct to comply with ¶¶ 55-62 of the Consent Decree.	¶¶ 55-62	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.

V. Bias-Free Policing

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will review and revise its current bias-free policing policy to ensure compliance with Consent Decree, consistent with Section VII.	¶ 5	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Non-Compliance	See Ninth Quarterly Report, Appendix C.
NPD will provide all NPD personnel with a minimum of eight hours of training on bias-free policing, including implicit bias, procedural justice, and police legitimacy, and at least four hours annually thereafter.	¶ 63	July 1, 2017	Non-Compliance	See Ninth Quarterly Report, Appendix C.
NPD will prohibit officers from considering any demographic category when taking, or refraining from taking, any law enforcement action, except when such information is part of an actual and credible description of a specific suspect in an ongoing investigation that includes other appropriate non-demographic identifying factors. NPD will also prohibit officers from using proxies for demographic category, including language ability, geographic location, mode of transportation, or manner of dress.	¶ 64	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will conduct quarterly demographic analyses of its enforcement activities to ensure officer, unit and Division compliance with the bias-free policing policy.	¶ 65	Within two years of the Effective Date (March 30, 2018) and then Quarterly thereafter.	Non-Compliance	See Fourth Quarterly Report, Section III(B)(4).

VI. Use of Force

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Use of Force Policy (¶¶ 66-70)				
NPD will develop and implement a use of force policy or set of policies that cover all force techniques, technologies, and weapons that are available to NPD officers consistent with ¶¶ 66-70. The policy or policies will clearly define each force option and specify that unreasonable use of force will subject officers to discipline.	¶ 66	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the use of force policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Preliminary Compliance	See Ninth Quarterly Report, Appendix C.
NPD will provide resources for officers to maintain proper weapons certifications and will implement sanctions for officers who fail to do so.	¶ 70	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
Use of Firearms (¶¶71-74)				
NPD will develop and implement a use of firearms policy consistent with ¶¶71-74.	¶ 5	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the use of force policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Preliminary Compliance	See Ninth Quarterly Report, Appendix C.

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Officers will be prohibited from using unauthorized weapons or ammunition in connection with or while performing policing duties. In addition, all authorized firearms carried by officers will be loaded with the capacity number of rounds of authorized ammunition.	¶ 71	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will prohibit officers from discharging a firearm at a moving vehicle unless a person in the vehicle is immediately threatening the officer or another person with deadly force.	¶ 72	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will prohibit officers from unholstering or exhibiting a firearm unless the officer reasonably believes that the situation may escalate to create an immediate threat of serious bodily injury or death to the officer or another person.	¶ 73	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will require that officers successfully qualify at least twice a year with each firearm they are authorized to use or carry while on duty.	¶ 74	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
Use of Force Reporting and Investigation (¶¶ 75-85)				
NPD will adopt a use of force reporting system and a supervisor Use of Force Report, separate from the NPD's arrest and incident reports, and which includes individual officers' accounts of their use of force.	¶ 75	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will require that officers notify their supervisor as soon as practicable following any reportable use of force.	¶ 76	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD, in consultation with Monitor and DOJ, will categorize force into levels to report, investigate, and review each use of force. The levels will be based on the factors set forth in ¶ 77.	¶ 77	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	
NPD will establish a Serious Force Investigation Team (“SFIT”) to review Serious Force Incidents, conduct criminal and administrative investigations of Serious Force incidents, and determine whether incidents raise policy, training, tactical, or equipment concerns. Lower or intermediate force incidents will be investigated by line supervisors.	¶ 78	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
Every level of force reporting and review will include the requirements set forth in ¶ 79.	¶ 79	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
Upon arrival at the scene, the supervisor will identify and collect evidence sufficient to establish the material facts related to use of force, where reasonably available.	¶ 80	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
All officers who used force above Low Level will provide an oral Use of Force statement in person to the supervisor on the scene prior to the subject’s being booked, or released, or the contact otherwise concluded, unless impractical under the circumstances.	¶ 81	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
Pursuant to policy and as necessary to complete a thorough, reliable investigation, supervisors will comply with the requirements of ¶ 82.	¶ 82	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Supervisors will investigate and evaluate in writing all uses of force for compliance with law and NPD policy, as well as any other relevant concerns.	¶ 83	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
Supervisors' documentation of the investigation and evaluation will be completed within 72 hours of the use of force, unless the supervisor's commanding officer approves an extension.	¶ 84	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will analyze the data captured in officers' force reports and supervisors' investigative reports on an annual basis to identify significant trends, to correct deficient policies and practices, and to document its findings in an annual report that will be made publicly available pursuant to Section XV of the Consent Decree.	¶ 85	Within two years of the Effective Date and annually thereafter (March 30, 2018)	Non-Compliance	
Use of Force Review (¶¶ 86-89)				
The chain-of-command supervisor reviewing the investigative report will ensure that the investigation is thorough, complete, and makes the necessary and appropriate findings of whether the use of force was lawful and consistent with policy. Each higher-level supervisor in the chain of command will review the investigative report to ensure that it is complete, the investigation was thorough, and that the findings are supported by a preponderance of the evidence.	¶ 86	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
A supervisor should ensure that additional investigation is completed when it appears that additional relevant and material evidence may assist in resolving inconsistencies or improve the reliability or credibility of the findings.	¶ 87	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
When the precinct or unit commander finds that the investigation is complete and the evidence supports the findings, the investigation file will be forwarded to the Use of Force Review Board.	¶ 88	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
Reporting and Investigation of Serious Force Incidents (¶¶ 90-94)				
NPD will create a multi-disciplinary Serious Force Investigation Team (“SFIT”) ³ to conduct both the criminal and administrative investigations of Serious Force incidents, and to determine whether these incidents raise policy, training, tactical, or equipment concerns. SFIT will operate consistent with ¶¶ 91-94.	¶¶ 90-94	Within two years of the Effective Date (March 30, 2018)	Initial Development	
NPD will develop and implement a SFIT training curriculum and procedural manual. NPD will ensure that officers have received, read and understand their responsibilities pursuant to the General Order establishing the AFIT and General Orders establishing line supervisors’ responsibilities to investigate lower and intermediate use of force incidents and that the topic is incorporated into the in-service training required.	¶¶ 11, 90	Within 60 days after approval of policies	Preliminary compliance	

³ NPD created an All Force Investigation Team (“AFIT”) to address this Consent Decree requirement.

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Use of Force Review Board (¶¶ 95-102)				
NPD will implement a General Order establishing the Use of Force review Board (“UFRB”), ensure that it is staffed consistent with the Consent Decree provisions, and ensure that the responsibilities assigned are consistent with Consent Decree provisions.	¶¶ 95-102	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD’s UFRB will conduct timely, comprehensive, and reliable reviews of all Intermediate and Serious Force incidents. The UFRB also will conduct the administrative review of incidents in which the ECPO has completed an investigation pursuant to New Jersey Attorney General Directive 2006-05.	¶¶ 95-102	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
Each member of the UFRB will receive a minimum of eight hours of training on an annual basis, including legal updates regarding use of force and the Training Section’s current use of force curriculum.	¶ 97	Within 60 days after approval of policies	Not Assessed	The Monitor will assess this requirement during compliance audits.
The NPD will include the civilian oversight entity in the review of completed SFIT investigations, as permitted by law.	¶ 101	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.

VII. In-Car and Body-Worn Cameras

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will develop, implement and maintain a system of video recording officers' encounters with the public with body-worn and in-car cameras. NPD will develop a policy to designate which cars and officers are exempt from the general in-car and body-worn camera requirements and a policy regarding footage and audio recordings from its in-car and body-worn cameras.	Section IX, ¶¶ 103-104	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or policies and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Preliminary Compliance	See Eighth Quarterly Report, Section II(C).
NPD will equip all marked patrol cars with video cameras, and require all officers, except certain officers engaged in only administrative or management duties, to wear body cameras and microphones with which to record enforcement activity.	¶ 103	Within two years of the Effective Date (March 30, 2018)	Initial Development	See Eighth Quarterly Report, Section II(C).

VIII. Theft (including Property and Evidence Management)

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will ensure that in all instances where property or evidence is seized, the responsible officer will immediately complete an incident report documenting a complete and accurate inventory of the property or evidence seized, and will submit the property or evidence seized to the property room before the end of tour of duty.	¶ 105	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will conduct regular, targeted, and random integrity audits to detect and deter theft by officers. NPD will employ tactics such as increased surveillance, stings, and heightened scrutiny of suspect officers' reports and video-recorded activities.	¶ 106	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will conduct periodic reviews of the disciplinary histories of its officers who routinely handle valuable contraband or cash, especially those in specialized units, to identify any patterns or irregularities indicating potential risk of theft by officers.	¶ 107	Ongoing	Non-Compliance	N/A

Theft (including Property and Evidence Management) Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
To the extent permitted by law and NPD's collective bargaining agreements, NPD will transfer officers with any sustained complain of theft, or two not sustained or unfounded complaints of theft occurring within one year, out of positions where those officers have access to money, property, and evidence. Aspects of officers' disciplinary histories that relate to honesty and integrity will be considered in making decisions regarding reassignment, promotions, and similar decisions.	¶ 108	Ongoing	Initial Development	See First Quarterly Report, Section V(C)(6).
NPD will report all theft allegations to the New Jersey Department of Law and Public Safety and will continue to report such allegations to the Essex County Prosecutor. Officers who have been the subject of multiple theft allegations will be identified as such in said reports.	¶ 109	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will create a chain of custody and inventory policy or policies to ensure compliance with ¶ 110 of the Consent Decree.	¶¶ 5; 110	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the chain of custody and inventory policy or policies and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policies	Non-Compliance	See Ninth Quarterly Report, Appendix C.

Theft (including Property and Evidence Management) Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will conduct and document periodic audits and inspections of the property room and immediately correct any deficiencies.	¶ 111	Ongoing	Initial Development	See Seventh Quarterly Report, Section II(B)

IX. Internal Affairs: Complaint Intake and Investigation

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Complaint Process (¶¶ 112-120)				
NPD will create an Internal Affairs: Complaint Intake and Investigation policy or policies to ensure compliance with Section XI of the Consent Decree.	¶ 5, Section XI	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the Internal Affairs: Complaint Intake and Investigation policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of policy	Non-Compliance	See Ninth Quarterly Report, Appendix C.
The City and NPD, in collaboration with the civilian oversight entity or other community input, will develop and implement a program to effectively publicize to the Newark community how to make misconduct complaints.	¶ 112	Within 365 days of the Operational Date (July 12, 2017)	Not Assessed	
NPD and the City will revise and make forms and other materials outlining the complaint process and OPS contact information available on their website and appropriate government properties.	¶ 113	Within two years of the Effective Date (March 30, 2018)	Initial Development	See Fifth Quarterly Report, Section III(C)(4).
NPD will accept all complaints, by all methods and forms detailed in ¶ 114.	¶ 114	Ongoing	Initial Development	See Fifth Quarterly Report, Section III(C)(4).

Internal Affairs: Complaint Intake and Investigation Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will provide civilians, including complainants and witnesses to alleged police misconduct, with full access to NPD's complaint process. NPD will review and revise its policies for releasing complaints and misconduct allegations to make such complaints and allegations publicly available and ensure compliance with the Consent Decree.	¶ 115	Ongoing	Initial Development	See Eighth Quarterly Report, Section II(D)(2).
NPD will train all police personnel, including dispatchers, to properly handle complaint intake; the consequences for failing to take complaints; and strategies for turning the complaint process into positive police-civilian interaction.	¶ 116	Within 180 days of the Operational Date (January 8, 2017)	Non-Compliance	
NPD will conduct regular, targeted, and random integrity audits to identify officers or other employees who refuse to accept or discourage the filing of misconduct complaints, fail to report misconduct or complaints, or provide false or misleading information about filing a misconduct complaint.	¶ 117	Ongoing	Non-Compliance	See Seventh Quarterly Report, Section II(C).
NPD will review the results of the audits conducted pursuant to ¶ 117 and take appropriate action to remedy any problematic patterns or trends.	¶¶ 117-118	Ongoing	Not Assessed	See Sixth Quarterly Report, Section III(F)(2)(a).

Internal Affairs: Complaint Intake and Investigation Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will require that all officers and employees report allegations of criminal behavior or administrative misconduct by another NPD officer toward a member of the public, that they may observe themselves or receive from another source, to a supervisor or directly to OPS for review and investigation. When a supervisor receives such allegations, the supervisor will promptly document and report this information to OPS.	¶ 119	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will investigate as a misconduct complaint any information or testimony arising in criminal prosecutions or civil lawsuits that indicate potential officer misconduct not previously investigated by NPD.	¶ 120	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
Complaint Classification and Assignment of Investigative Responsibility (¶¶ 121-125)				
NPD will adopt and implement a complaint classification protocol that is based on the nature of the alleged misconduct, in order to guide OPS in determining where a complaint should be assigned for investigation.	¶ 121	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Fifth Quarterly Report, Section III(A)(5).
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of protocol	Non-Compliance	
NPD's OPS will investigate all allegations of Serious Misconduct as defined in the Consent Decree.	¶ 122	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.

Internal Affairs: Complaint Intake and Investigation Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD shall develop a protocol for determining whether other complaints will be assigned to the subject officer's supervisor, the precinct's Integrity Compliance Officer, or retained by OPS for an administrative investigation. OPS will also determine whether the misconduct complaint warrants a referral to federal or state authorities for a criminal investigation.	¶ 123	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	
OPS will routinely monitor investigations referred to officers' precincts and specialized units for quality, objectivity and thoroughness, and take appropriate action if investigations are deficient. OPS will identify trends in investigative or leadership deficiencies.	¶ 124	Ongoing	Non-Compliance	See Sixth Quarterly Report, Section III(B)(6).
OPS will routinely monitor investigations referred to officers' precincts and specialized units for quality, objectivity and thoroughness, and take appropriate action if investigations are deficient. OPS will also identify trends in investigative or leadership deficiencies.	¶ 124	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will maintain a centralized numbering and tracking system for all misconduct complaints.	¶ 125	Within two years of the Effective Date (March 30, 2018)	Initial Development	See Fifth Quarterly Report, Section III(C)(4).
Misconduct Complaint Investigation (¶¶ 126-136)				
NPD will review and revise its policies for releasing complaints and misconduct allegations to incorporate the requirements set out in ¶¶ 126-136.	¶¶ 126-136	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	

Internal Affairs: Complaint Intake and Investigation Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of protocol	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a future report.
Parallel Administrative and Criminal Investigations of Officer Misconduct (¶¶ 137-140)				
If after a reasonable preliminary inquiry into an allegation of misconduct, or at any other time during the course of an administrative investigation, the OPS has cause to believe that an officer or employee might have engaged in criminal conduct, the OPS will refer the matter to the ECPO, DOJ, or other law enforcement agency as appropriate.	¶ 137	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
Notwithstanding the referral and unless otherwise directed by the prosecutive agency, NPD will proceed with its administrative investigations. Under no circumstances will OPS compel a statement from the subject officer without first consulting with the Chief or Director and with the prosecuting agency.	¶ 138	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will not automatically end its administrative investigation in matters in which the prosecuting agency declines to prosecute or dismisses after initiation of criminal charges. Instead, NPD will require investigators to conduct a complete investigation and assessment of all relevant evidence.	¶ 139	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will work with DOJ, the ECPO, and the New Jersey Attorney General's Office as appropriate to improve its processes for investigations of use of force incidents and referrals of complaints of police misconduct for criminal investigation.	¶ 139	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.

Internal Affairs: Complaint Intake and Investigation Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Review and Analysis of Investigations (¶¶ 141-143)				
NPD will train OPS supervisors to ensure that investigations are thorough and complete, and that investigators' conclusions and recommendations that are not adequately supported by the evidence will not be approved or accepted.	¶ 141	Within 60 days after approval of policy	Non-Compliance	
NPD will develop and implement a protocol for regular supervisory review and assessment of the types of complaints being alleged or sustained to identify potential problematic patterns and trends.	¶¶ 142-143	Within two years of the Effective Date (March 30, 2018)	Non-Compliance	
Staffing and Training Requirements (¶¶ 144-149)				
Within 30 days of the Operational Date, NPD will review staffing of OPS and ensure that misconduct investigators and commanders possess appropriate investigative skills, a reputation for integrity, the ability to write clear reports with recommendations supported by the evidence, and the ability to assess fairly and objectively whether an officer has committed misconduct.	¶¶ 144, 145	Within 30 days of the Operational Date (August 11, 2016)	Operational Compliance (achieved after deadline)	See Second Quarterly Report.
NPD will use a case management system to track and maintain appropriate caseloads for OPS investigators and promote the timely completion of investigations by OPS.	¶ 146	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will require and provide appropriate training for OPS investigators upon their assignment to OPS, with refresher training at periodic intervals. At a minimum, NPD will provide 40 hours of initial training and eight hours additional in-service training on an annual basis.	¶¶ 147, 148	Within 60 days after approval of protocol and annually thereafter	Non-Compliance	

Internal Affairs: Complaint Intake and Investigation Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will improve OPS' complaint tracking and assessment practices in accordance with ¶ 149.	¶ 149	Within two years of the Effective Date (March 30, 2018)	Non-Compliance	See Eighth Quarterly Report, Section II(C).

X. Compliance Reviews and Integrity Audits

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
<p>NPD will conduct integrity audits and compliance reviews to identify and investigate all officers who have engaged in misconduct including unlawful stops, searches, seizures, excessive uses of force; theft of property or other potential criminal behavior; racial or ethnic profiling and bias against lesbian, gay bisexual and transgender persons.</p> <p>The integrity audits will also seek to identify officers who discourage the filing of complaints, fail to report misconduct or complaints, or otherwise undermine NPD's integrity and accountability systems.</p>	¶¶ 150, 151	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	NPD has begun to conduct some integrity audits (e.g., body-worn cameras, and stops). See Seventh Quarterly Report, Section II(D)(2).

XI. Discipline

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will adopt policies that are consistent and fair in their application of officer discipline, including establishing a formal, written, presumptive range of discipline for each type of violation.	Section XIII	Within two years of the Effective Date (March 30, 2018)	Preliminary Compliance	See Ninth Quarterly Report, Appendix D.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of guidance	Non-Compliance	See Ninth Quarterly Report, Appendix C.
NPD will apply discipline for sustained allegations of misconduct based on the nature and severity of the policy violation and defined mitigating and aggravating factors, rather than the officer's identity, rank or assignment; relationship with other individuals; or reputation in the broader community.	¶ 152	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will implement disciplinary guidance for its personnel that addresses the topics addressed in ¶ 153 of the Consent Decree.	¶ 153	Within 90 days of the Operational Date (October 10, 2016)	Non-Compliance	
NPD will establish a unified system for reviewing sustained findings and applying the appropriate level of discipline pursuant to NPD's disciplinary guidance.	¶ 154	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will conduct annual reviews of its disciplinary process and actions.	¶ 155	Annually	Non-Compliance	

XII. Data Systems Improvement

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Early Warning System (¶¶ 156-161)				
NPD will enhance its Early Warning System (“EWS”) to support the effective supervision and management of NPD officers.	¶ 156	Within one year of the Effective Date (March 30, 2017)	Non-Compliance	See Ninth Quarterly Report, Section II(A).
City will provide sufficient funding to NPD to enhance its EWS.	¶ 156	Within one year of the Effective Date (March 30, 2017)	Non-Compliance	See Ninth Quarterly Report, Section II(A).
NPD will develop and implement a data protocol describing information to be recorded and maintained in the EWS.	¶ 157	Within two years of the Effective Date (March 30, 2018)	Non-Compliance	See Ninth Quarterly Report, Section II(A).
NPD will revise its use of EWS as an effective supervisory tool. To that end, the EWS will use comparative data and peer group analysis to identify patterns of activity by officers and groups of officers for supervisory review and intervention.	¶ 158-160	Within two years of the Effective Date (March 30, 2018)	Non-Compliance	See Ninth Quarterly Report, Section II(A).
NPD will continue to use its current IAPro software's alert and warning features to identify officers for intervention while further developing and implementing an EWS that is fully consistent with this Agreement.	¶ 161	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
Records Management System (“RMS”) (¶¶ 162-163)				
NPD will revise its use and analysis of its RMS to make efficient and effective use of the data in the System and improve its ability to interface with other technology systems.	¶ 162	Within two years of the Effective Date (March 30, 2018)	Non-Compliance	See Ninth Quarterly Report, Section II(A).

Data Systems Improvement Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
City will provide sufficient funding and personnel to NPD so NPD can revise its use and analysis of its Record Management System.	¶ 163	N/A	Non-Compliance	See Ninth Quarterly Report, Section II(A).

XIII. Transparency and Oversight

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will make its policies publicly available, and will regularly report information regarding officer use of force; misconduct complaints; and stop/search/arrest data.	¶ 164	Ongoing	Not Assessed	
NPD will work with the civilian oversight entity to overcome impediments to the release of information consistent with law and public safety considerations.	¶ 165	N/A	Not Assessed	
On at least an annual basis, NPD will issue reports, summarizing and analyzing the stop, search, arrest and use of force data collected, the analysis of that data, and the steps taken to correct problems and build on successes.	¶¶ 85, 168	Annually	Non-Compliance	

XIV. Consent Decree Implementation and Enforcement

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Consent Decree Implementation Unit				
The City and NPD will form an interdisciplinary unit to facilitate the implementation of the Consent Decree.	¶ 196	Within 180 days after the Effective Date (September 26, 2016)	Operational Compliance	
The City implementation unit will file a status report with the Court, delineating the items set forth in the Consent Decree.	¶ 197	Within 180 days after the Effective Date (September 26, 2016) and every six months thereafter	Operational Compliance	

Appendix C

STATUS OF NPD'S CONSENT DECREE TRAINING

The following chart notes the status of Consent Decree-related training.¹

Training	Status
Community-Oriented Policing ²	NPD reports that training has been administered to all relevant NPD officers.
Body-Worn and In-Car Cameras	NPD reports that training has been administered to all relevant NPD officers.
Use of Force	NPD reports that by the end of March 2019, training had been administered to all relevant NPD officers.
Stops, Searches, and Arrests	NPD reports that by the end of April 2019, training had been administered to all relevant NPD officers.
Bias-Free Policing ³	Mid-Level Management session held on April 30. Two-day course for Command-level officers and community members held on May 1 to 2.

¹ While NPD accomplished many achievements with respect to Consent Decree-related trainings by the end of this reporting period, the Police Academy had difficulty adhering to its curricula for certain trainings because, too often, high-ranking instructors were suddenly called to attend meetings at their scheduled teaching time. Interruptions are especially problematic for NPD training instructors because Consent-Decree related trainings, such as Stops, Searches and Arrests or Use of Force, involve presenting large amounts of important information in a limited amount of time. For training instructors, adhering to a set schedule is critically important to ensuring that each training session reflects the Monitor-approved curriculum.

Indeed, most police agencies prohibit such interruptions to ongoing training instruction, especially last-minute interruptions that prevent instructors from making appropriate accommodations. NPD's failure to protect training instructors' instruction time is disruptive to an effective training process and exhibits a lack of commitment to training that is inconsistent with the achievements that NPD has accomplished thus far.

² NPD administered Community-Oriented Policing training to its officers prior to completing its Community-Oriented Policing policy.

³ NPD has not completed all of the training elements with respect to incorporating "scenario-based training that promotes the development and strengthening of partnerships between the police and community;" and "conflict resolution, including verbal de-escalation of conflict" (§ 14(b) & (e)), as it relates to training on community policing and problem-oriented policing methods and skills. NPD intends to incorporate these elements into its training on bias-free policing.

Training	Status
	<p>Train the Trainer sessions held May 14 to 15.</p> <p>NPD needs to incorporate Newark-specific content into the training.</p>
Internal Affairs	<p>NPD is developing an internal affairs investigations procedural manual in collaboration with DOJ's vendor.</p> <p>The Monitoring Team is currently reviewing the draft procedural manual.</p>
Property and Evidence Management	<p>NPD needs to develop a procedural manual and training reflecting Consent Decree-compliant practices.</p>

Appendix D

STATUS OF NPD'S CONSENT DECREE POLICIES

The following chart notes the status of effective Consent Decree-related policies.

GO#	Subject	Consent Decree Provision	Date Adopted by NPD
GO 17-06	Bias-Free Policing	Paragraph 5	September 19, 2017 (Effective September 19, 2017)
GO 18-05	Body Worn Cameras	Paragraph 104	June 5, 2018 (Effective June 5, 2018)
GO 18-06	In-Car Cameras	Paragraph 104	June 5, 2018 (Effective June 5, 2018)
GO 18-20	Use of Force	Paragraphs 66-67	November 8, 2018 (Effective January 1, 2019)
GO 18-21	Use of Force Reporting, Investigation and Review	Paragraphs 66-67	November 8, 2018 (Effective January 1, 2019)
GO 18-22	Firearms and Other Weapons	Paragraphs 66-67	November 8, 2018 (Effective January 1, 2019)
GO 18-14	Consensual Citizen Contacts and Investigatory Stops ("Stops")	Paragraph 5; Section VI	December 31, 2018 (Effective January 10, 2019)
GO 18-15	Searches With or Without a Search Warrant ("Searches")	Paragraph 5; Section VI	December 31, 2018 (Effective January 10, 2019)
GO 18-16	Arrests With or Without an Arrest Warrant ("Arrests")	Paragraph 5; Section VI	December 31, 2018 (Effective January 10, 2019)

GO#	Subject	Consent Decree Provision	Date Adopted by NPD
GO 18-13	Community Policing ¹	Section V	April 4, 2019 (Effective April 4, 2019)
GO 18-24	Property and Evidence Division	Paragraph 110	April 3, 2019 (Effective April 3, 2019)
GO 18-23	Property and Evidence Management	Paragraph 110	April 12, 2019 (Effective April 12, 2019)
GO 19-03	LGBTQI Community & Police Interactions ²	N/A	April 3, 2019 (Effective April 3, 2019)
GO 18-12	First Amendment Right to Observe, Object to, and Record Police Activity ³	N/A	June 12, 2019 (Effective June 12, 2019)

¹ Attached as an addendum to NPD's Community Policing policy is a Department of Public Safety Memorandum regarding NPD's Neighborhood Policing Plans. Neighborhood Policing Plans are plans designed by Precinct Commanders. The Plans identify neighborhoods within a Precinct for Commanders to provide a more localized approach to problem-solving and crime reduction and involve collaboration between officers, residents, business-owners, faith-based organizations, school officials and other service organization to jointly identify and solve local problems.

² Although the Consent Decree requires NPD to "operate without bias based on any demographic category," *see* Consent Decree § VII, it does not require a standalone policy to address the LGBTQIA community. To help institutionalize its practices, NPD decided to draft a policy dedicated to its stop, search, and arrest of these community members.

³ The Consent Decree requires NPD to respect the public's First Amendment right and prohibits officers from taking certain actions to discourage the exercise of these rights. Consent Decree ¶¶ 55-62. It does not expressly require NPD to create standalone policy to this end, but NPD endeavored to do so.

GO#	Subject	Consent Decree Provision	Date Adopted by NPD
GO 18-25	Internal Affairs: Complaint Intake & Investigation Process ⁴	Section XI	August 21, 2019 (Effective August 21, 2019)
GO 18-26	Internal Affairs: Disciplinary Process and Matrix	Section XIII	September 9, 2019 (Effective September 9, 2019)

⁴ During this review period, NPD addressed the scope and practical application of its commitments under Consent Decree Paragraphs 104, 107 and 108, in portions of two personnel policies: General Order 18-25, *Complaint Intake & Investigation Process*, and General Order 80-1, *Responsibilities of Command and Supervisory Personnel*. The parties acknowledged that, as a practical matter, most field assignments included “officers who routinely handle valuable contraband or cash,” as part of their ordinary arrest duties: A simple search incident to arrest might, for example, turn up cash valuable items such as smartphones, jewelry, or drugs. Consequently, NPD worked with DOJ and the Monitoring Team to address how supervision of employees could reasonably include consideration of officer integrity issues as a matter of course.

General Order 18-25 contemplates that NPD’s Office of Professional Standards (OPS) will assign periodic reviews of officer disciplinary histories with an eye toward identifying any patterns in officer behavior or allegations that present integrity concerns. For example, an officer with a history of complaints regarding the handling of arrestee property may warrant closer supervision, even if OPS had not been able to substantiate the complaints. Any such response would need to be tailored so as not to run afoul of legal and collective bargaining constraints. General Order 80-1, a related policy, which is not yet in final form, likewise seeks to provide a standard means of reviewing officers’ disciplinary histories when they are new to an assignment.

Appendix E

**Report on Youth Engagement Listening
Sessions with Newark, New Jersey Youth**

**Delores Jones-Brown, J.D., Ph.D.
Professor Emeritus, CUNY Graduate Center
Consultant to the NPD Consent Decree Monitoring Team**

2018

**Submitted to Peter C. Harvey, Esq.
Independent Monitor
Patterson Belknap Webb & Tyler LLP**

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“Treat me like a person, not an object”

Alternative school student 8/10/18

& Serious Delinquent 8/19/18

“Be mean in a nice way.”—

“don’t make the angry face” and “don’t talk loud.”

Third grade girl 8/26/18

“Yes I steal, but I am not stealing today.”

Alternative school student 8/10/18

I. Introduction

On May 5, 2016, the Newark Police Division (“NPD”) and the United States Department of Justice (“DOJ”) submitted to the United States District Court, District of New Jersey, and the Court entered, a revised Consent Decree intended to improve the quality of policing in Newark. Mr. Peter C. Harvey, along with his team of attorneys and experts (“Monitoring Team”), is tasked with supervising the implementation of the Consent Decree and ensuring NPD’s compliance with its requirements.

The Consent Decree requires the Monitoring Team to measure the satisfaction and assess the attitudes of representative samples of City residents. (See Consent Decree ¶¶ 22, 23).¹ While the Monitoring Team has conducted surveys of the Newark community, see First Quarterly Report section V(H) and Eighth Quarterly Report section IV(C), those surveys do not capture the perspective of Newark’s younger residents, those under the age of eighteen. This is particularly true of hard-to-reach youth, who are unlikely to have participated in the surveys’ random sample polling.² To that end, Dr. Delores Jones-Brown, a member of the Monitoring team, conducted a series of “listening sessions” where young people shared their experiences with and perceptions of NPD, along with their

¹The Consent Decree requires NPD to develop training that teaches officers “how to create positive interactions with youth” (¶14(a)), to “measure the breadth, extent, and the effectiveness of its . . . outreach to youth” (¶17), and requires both NPD and the City of Newark (the City) “to seek and respond to input from the community about” the Consent Decree’s implementation (¶19). The recommendations outlined in this Report may assist NPD in developing mechanisms to satisfy these requirements; however, the listening sessions and Report do not satisfy NPD’s youth engagement obligations under the Consent Decree.

²The Monitor’s probability surveys capture responses from Newark residents age 18 and older.

suggestions for creating more positive interactions between youth and police. The results of those listening sessions are presented below.

Of particular interest was input from youth in those areas of Newark with the highest police presence, crime complaints, arrests and calls for service. Based on a GIS map provided by NPD (see **Attachment B**), youth residing in the Central, South and West Wards and certain sections of the North and East Wards are most likely to have police contact.³ Youth from each of these wards were included among those who participated in the listening sessions.

In addition, priority was given to hearing the perspectives of the following youth:

- 1) Serious delinquents⁴
- 2) School drop outs
- 3) Students in alternative schools
- 4) High school age
- 5) Middle school age
- 6) Elementary school age
- 7) Residents of public housing
- 8) Immigrants
- 9) LGBTQI
- 10) Females⁵

II. **Methods**

Listening sessions are what the term suggests. They are an opportunity to hear from participants about their experiences. Listening sessions also offer participants an opportunity to provide suggestions for creating positive change—in this instance, suggestions for creating (or maintaining) opportunities for positive interaction with Newark Police officers. Listening sessions are less structured and are far more organic than other methods of capturing people’s perspectives, such as focus groups, community forums and surveys. During the

³**Attachment A** contains a map identifying Newark’s five wards. **Attachment B** contains a map of “Arrest/Charge Density August 1, 2017 to July 31, 2018.”

⁴For example, those known to be gang-involved, those who have spent time in detention, those who have the equivalent of felony convictions, those who have been accused of or involved in violent offenses.

⁵See Investigation of the Newark Police Department, United States Department of Justice, Civil Rights Division and United States Attorney’s Office, District of New Jersey, dated July 22, 2014, at p. 46-47; Crenshaw et al., 2015; and Richie, 2012.

listening sessions, youth were able to describe their experiences in detail using their own words.⁶

The listening sessions conducted by Dr. Jones-Brown were arranged through contact with individuals and organizations with a direct connection to the youth whose participation was being sought. To ensure that experiences from youth who live in areas with high police activity were gathered from the listening sessions, a geographic map of the Newark wards was compared to an Arrest Density Map from the NPD.⁷ The overlap of the two maps provided a guide to the neighborhoods and youth most important to include in the sessions—wards with high levels of enforcement activity and calls for service. Each session was led by Dr. Jones-Brown with some co-facilitation by faculty or staff at the location where the session was held. To maximize participation and minimize fear of retaliation or privacy concerns, the discussions were captured by handwritten notes rather than through audio or video recording.

Fourteen listening sessions were held at schools or the offices of community-based organizations across Newark. Two sessions were held at the headquarters of the All Stars Project-New Jersey, a youth program that has a relationship with the City and NPD via its Operation Conversation: Cops and Kids Program.⁸ One session was held with the Youth Council of the New Jersey Institute for Social Justice (NJISJ)—a member of the Monitoring Team. Two sessions were held with LGBTQI youth at two different locations. One session was held with a female-only group of high school girls. Another session consisted of youth who have been arrested for serious and violent crimes; and, one session was devoted to alternative school students. Three sessions were held with co-ed classes of high school students. And, three sessions were held

⁶Listening sessions were chosen over surveys and focus groups because both surveys and focus groups have participants respond to a limited number of questions, usually in a preset response format, and using words that youth may not understand. Other qualitative methods, e.g. ethnographic observations, require more time, specialized training, and research ethics safeguards than were within the scope of the proposed project design or budget.

⁷See **Attachments A** and **B** of this Report.

⁸According to its website, All Stars Project -New Jersey (ASP-NJ) has been “on the ground in Newark since 1999, and has touched the lives of more than 35,000 young people.” Operation Conversation: Cops and Kids (OCCK) is run by Dr. Leonora Fulani, based at the All Stars Project headquarters in Manhattan. A February 2018 ASP-NJ newsletter notes that OCCK was officially launched in Newark on April 5, 2017 by Mayor Ras Baraka. The newsletter reported that, as of that date, 12 workshops had been held in various Newark locations with, 118 youth and 104 police officers participating. To learn more about All Stars Project-New Jersey visit: <https://allstars.org/locations/new-jersey/>. To learn more about Operation Conversation: Cops and Kids visit: <https://allstars.org/copsandkids/>.

with elementary school students (third, fourth and fifth graders). The locations of these later sessions are withheld in order to maintain the anonymity of the participants. The listening sessions were conducted over a four-month period, from May 30th to September 26th, 2018, with a total of 158 youth, ages 8 to 28,⁹ and approximately 28 teachers and staff.

Participants in the sessions were asked to comment on three primary areas:

- whether they were aware of the consent decree
- whether they had had contact with NPD
- whether they had suggestions for positive engagement between NPD and youth

III. Summary of Findings

First, the majority of youth who participated in the sessions had no knowledge of the consent decree. Out of the fourteen sessions, only two groups contained one or more members who knew that the Consent Decree exists.¹⁰ Older youth, specifically high school age and those in the alternative school and serious delinquents sessions, expressed disbelief that the Consent Decree and other efforts at police reform will result in any significant change. A fifth grader expressed concern that there might even be trouble for talking during the listening sessions.

Second, few youth reported having had no contact with the police. Among those youth, most reported that they deliberately avoid the police or that they “stay inside” most of the time. They reported that “staying inside” is a strategy that they utilize to avoid harm from criminals and to avoid police contact. The youth who did report having had contact with NPD described a range of interactions from receiving car rides home from NPD members to being harassed by officers because of their appearance and having experienced aggressive verbal and physical treatment.

Third, the youth provided many suggestions for NPD to improve its youth engagement efforts. The youths’ suggestions for positive engagement with the NPD ranged from the simple: “They should wear bigger name tags” and “Police

⁹ One member of the LGBTQI listening session was age twenty-eight. Though most definitions of “youth” have an upper boundary of age 25, given the particular vulnerability of this hard to reach population, the researcher determined that it would be inappropriate to exclude this person from the session,

¹⁰ One of those two groups was the NJISJ Youth Council.

should say hello”— to recommendations for sophisticated collaborations such as conducting in-school assemblies that would sometimes be led by students and sometimes be co-led by students and members of the NPD (discussed in more detail at pp. 8-9).

Across all age categories it was suggested that it is important for the NPD to do things that are “fun” with youth, not just “watch” them and “harass” them. Typical “fun” suggestions included playing sports together, block parties and holiday and back to school give-aways. Less typical was the suggestion that police and youth engage in acts of altruism together such as visiting cancer patients and persons with autism and raising funds for individuals who are unable to pay their hospital bills.

The suggestions also varied amongst the different groups of youth who participated. Younger students requested that police not “be mean” when interacting with children. Even when the child has done something wrong, they ask that officers remember they are “just a kid”. (See their other suggestions at pp. 56-57). Several of the older participants in the sessions felt that the police need to be more mindful of youths’ constitutional rights and suggested that an outside agency¹¹ might conduct “Know Your Rights” (KYR) sessions for youth, their parents, and the police. LGBTQI youth suggested that police training on how to interaction with this population should take place at a LGBTQI supporting center and utilize LGBTQI trainers and/or officers. (See their other suggestions at pp. 21-22 and 27-28). Youth from the All Stars Project and the NJISJ Youth Council wanted to become more involved with helping the NPD develop its youth strategies. The Youth Council developed the attached response to the decision to aggressively enforce the curfew ordinance during the summer of 2018 (see **Attachment C**); and, a member of the All Stars group engaged in an exemplary role play when asked how he would behave as an officer required to enforce the ordinance against an under-age person he found on the street after curfew. His response demonstrated a high level of emotional intelligence and compassion as he gave a clear explanation of his actions consistent with the police legitimacy literature.¹² Similarly, a member of the alternative school group articulately described her need to have police act in a manner that demonstrates that they recognize that she has rights; and, that they (the police) will act in accordance with those rights. She also verbalized how police failure to recognize and

¹¹My suggestion is the ACLU or Public Defender’s Office.

¹²Tyler, 2004.

observe her rights only serves to reduce her motivation to comply with the law or police commands—thus creating a self-enforcing cycle of noncompliance and police illegitimacy. All of these youth responses and suggestions demonstrate the great potential for utilizing young people in police training related to engaging with youth. Their influence has the potential to be useful during curriculum development as well as implementation and delivery.

The overarching message from the listening sessions was that youth in the City of Newark are not all the same. Their needs and expectations of the NPD vary. Consequently, the NPD's strategies for engaging with youth will need to vary. Some youth desire more police contact, some desire less. All expressed a need for interactions that are genuinely caring¹³. Older youth specifically requested interaction that is respectful. Respect was a dominant theme among the males. Few females reported having experienced sexually inappropriate behavior from members of the NPD, but thought that it was important for officers to not engage in such conduct and serve as role models to the public for not engaging in such behavior. Alternative school students, serious delinquents, and youth who live in crime challenged neighborhoods all reported that they need members of the NPD to stop treating them as if they are criminals or criminals "all the time" and to respond more quickly when there is a shooting.

IV. Youth Voices

The *Final Report of the President's Task Force on 21st Century Policing* published by the Community Oriented Policing Services office in May 2015 makes note of the following:

Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all— especially the most vulnerable, such as children and youth most at risk for crime or violence. . . . In addition, communities need to affirm and recognize the voices of youth in community decision making, facilitate youth participation in research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions. (p. 3).

¹³See Rios, 2017 noting the need for a "culture of care" to counter the "culture of control" typically used against youth of color.

Section IV of this Report details the discussions from the 14 listening sessions held with Newark youth over the four-month period from May 30 to September 26, 2018. For each session, there is a brief description of the session; a recounting of the participants' reported police experiences and a listing of their suggestions for positive youth engagement. At pages 67-68 their suggestions are compared to a list of programs that NPD reports having engaged in the past (see **Attachment D**). This report concludes with additional recommendations from this author.

a. Female High School Students: May 30, 2018

The listening session took place at a Newark high school led by the author and facilitated by a member of the faculty and a staff member from a local community organization that focuses on positive youth development for girls. The session lasted approximately 50 minutes.

The group was small (4-5 girls); mostly sophomores; who reported being residents of the Central and South Wards. One student reported that she resides on the border of Newark and Hillside. The girls were all young women of color.

Police Experience

Two members of the group denied having any direct contact with the police, but admitted deliberately avoiding police when they see them in their neighborhoods.

One member of the group reported having a gun pointed at her during a police encounter. (It was difficult to follow the details of the encounter).

The girls who had had direct contact with the police noted that they felt they were treated better than they would have been had they been males.

One member of the group dressed in a traditionally masculine fashion and wore her hair in short dreadlocks. This youth noted that she believes she receives police attention, in part, because "they sometimes can't tell if I am a girl or a boy." She was the most vocal participant during the session. I have given her the pseudonym Ada.

Beyond pointing a gun, the most serious complaint made against the police was their reported failure to take sexual assault complaints seriously. Ada alleged that the NPD failed to investigate complaints made by her family when they

reported that a 9-year-old had been touched inappropriately and an 11-year-old had been raped by the mother's boyfriend. A different member of the group stated that the NPD needed to investigate domestic violence complaints more seriously.

There was a general agreement that the police appear to engage in stereotyping, especially racial stereotyping, and that "that needs to stop".

There was a general belief that boys are stereotyped as gang members; especially when they wear certain colors. And, that the police fear young male residents and that the police want to intimidate them (the young men).

One young woman, who lives in a neighborhood where she says gun fire is prevalent, complained about the slow response time from police during a shooting that she described as "recent." This same young woman was the only one in the group to report that she has had police officers make catcalls and other sexual comments to her while the officers were on duty and in uniform. She reported being very angry because, "if the police treat me like that, other guys will think it is okay too."

At one point she became very emotional and made it clear that she just wants the police to "act like they care about people in my neighborhood... for real."

Ada was most vocal about feeling as if the police don't respect her first amendment rights. And that their lack of respect for the constitutional rights of residents is racialized. She stated that "White people get it all." When asked to explain, she said White people can "act up" and "question the police" without getting arrested or hurt.

The girls who reported having no direct police contact were equally likely to say that the people in their neighborhoods don't call the police out of fear of how the police will act when they come.

There was a general concern with being "over-policed."

Suggestions for Positive Youth Engagement

The young women who participated in the listening session uniformly expressed an interest in having the police come into their school for reasons other than arresting or "watching" the students. They suggested two types of school-wide assemblies or class visits that might improve the relationship between the police

and youth. One assembly would feature police officers responding to questions from a student audience. The group emphasized that they want honest answers [from the police] to questions posed by students, without restriction. The other program would have police officers as the audience, while students presented the problems that they have with the way police behave in their communities. The students and police officers would then collaboratively brainstorm about what aspects of policing can be done differently.

Ada suggested that the police could partner with student mentees or a small group of student advisors to plan the two assemblies and to get to know the youth in the community. She noted that this working relationship might help the students by making them comfortable enough to point out to the police who the school bullies are, help police solicit suggestions about what youth would like to see in terms of police services, and improve police willingness to hear and implement those suggestions.

While the young women in this session seemed very receptive to the police coming into the school and engaging with them in cooperative and collaborative ways, the faculty member who was present and who, until recently, was a life-long resident of Newark, pointed out that the commander of the 3rd precinct had used some similar strategies 3 to 4 years ago but that parents of students had ultimately objected to the police presence in the school because they (the parents) “don’t trust the cops”. This input suggests that any effort at positive youth engagement between NPD and youth will also need to include a component that builds a bridge between the reluctant parents and the police.

b. High School Students: June 13, 2018

The author conducted three listening sessions with Newark High School students on this date. The sessions were organized by a member of the school’s faculty. Though each session was predominantly male, both males and females were represented. A cumulative total of about 40 youth and 8 faculty members were present for the sessions. The students were all youth of color. The sessions ranged from 50 to 80 minutes.

All of the students who participated in these three sessions reported that they had no knowledge of the consent decree.

Session 1

Eight to ten students were present. The students were all juniors who reported living in the Central and South Wards. Two students reported that they live in Irvington.

Police Experience

A female student began by describing a high-speed chase involving a stolen car where her cousin, who was a pedestrian, was killed. She said that the chase had begun in East Orange but was joined by NPD and other jurisdictions. She said that the case was still pending further investigation. She expressed anger that her cousin, a pedestrian bystander, was killed by the police chasing criminals through the streets. She also reported that her father had once had a gun held on him by police for “no reason”.

Most of the group reported that they have had no interaction with the police. One female reported that she “doesn’t go outside a lot,” and that her family is “very quiet,” but that there is noticeable police presence in the “complex”¹⁴ where she lives.

Police were described as being “violent” and treating people “aggressively.” More than one student reported having witnessed what they call “aggressive” police behavior. When asked to describe aggressive behavior, they reported that they witnessed people being punched, slapped or thrown to the ground.

One member of the group described the police as “no help” and stated that “police come too late.” She went on to report that her best friend’s brother was shot (by a civilian) and the “police were a no show.” She stated that they cannot be “counted on.”

Another student reported witnessing an incident on a city bus where the police boarded the bus and told a rider that he had to get off. According to the student, when the passenger refused and began to question the officers, the officers instructed the bus driver to “turn off the camera,” whereupon the passenger left the bus. The student said he thought the officers instructed the bus driver to turn off the camera because they were preparing to beat and physically remove the passenger from the bus.

¹⁴I assumed she meant a public housing project but for privacy reasons did not ask her directly.

When there was a lull in the student remarks, the facilitator joined the discussion to describe his own experiences with the NPD. He recounted that once when he went to the precinct in the Central Ward to request a police report, the officers were having a conversation of a sexual nature that they did not stop having once he arrived. He described how the conversation continued for about two minutes while his request for a police report was ignored. He further explained that after he had waited for two hours, he was sent to another precinct. He described the officers' behavior as "unprofessional" and sexually explicit.

There was a level of consensus among the group that police are fearful of Newark neighborhoods and Black people; and, that this fear is held by both Black and White NPD officers.

One male student pointed out that he did not understand why murders continue to be a problem in Newark, given the amount of CCTV surveillance.

Suggestions for Positive Youth Engagement

At least one student stated that NPD needs to "come quicker" when needed, especially in response to serious incidents like shootings. One student said she believes the police are there to "protect you." Others wanted to see officers improve their communication skills—that is, how the officers speak to young people.

More than one student reported that "there are some cops who are nice" and they want NPD to identify those officers and use them as trainers and designers of positive youth engagement strategies to be used with youth.

More than one youth agreed with one youth's statement that "police will stare you down" but will "not say hello."

Suggestions for improved relations included:

- Saying "Hi" and "don't ask where I am going"
- NPD coming to the school to give a presentation
- The school hosting a "Fun Day with the Cops" program, including trips to the movies
- Opportunities to interact with police who are not in uniform.
- Continuous opportunities to play ball or engage in other athletic activities *with* (as opposed to against) police (monthly or weekly as opposed to annually).

At least one student suggested that video footage of national, highly publicized police shootings and other controversial conduct, should be used as part of police training in joint sessions—where police and youth watch the footage together, and then both police and youth discuss the legal appropriateness of the amount of force used and what was done right and what was done wrong by the police in the encounter.¹⁵

Students suggested that the police should not just sit in cars outside the school. They should be expected to do “something.” They want the police to be more interactive but “with kindness” “not suspicion.” As an example, a student suggested that the police should interact with the people in the community in a positive way “instead of standing next to the bodega talking to each other.”

It was also stated that the police need to recognize that not all Blacks are African American.

Session 2

There were approximately 14 students present for this session. They reported living in the West, Central, East and South Wards. One student reported living in East Orange.

Police Experience

A male student described being stopped by NPD and being told that the police were looking for someone and that he “fit the description”. He reported feeling intimidated by the police and feeling that he draws police attention because of what he wears. He stated that “I can’t wear what I want to wear.” He went on to explain that, in his view, the police suspect you based on what you wear and the people you are out with. He stated that if you have nice sneakers, the police believe that you are gang affiliated or are selling drugs or are stealing, especially if you have money in your pockets—they don’t think that it is from working a legal job.

One youth reported that when there was a shooting around Irvine Turner Boulevard there was no police response for thirty minutes.

¹⁵The students made the point that often the focus is placed on what the civilian did wrong during a use of force incident but that the police are supposed to be the trained professionals, not the civilian.

Several students reported that they intentionally avoid the police to be “better safe than sorry.” A student was adamant that “I don’t want to deal with this.” “This” seemed to be having police contact.

A student reported that he did something “stupid” but that was not an arrestable offense. Still, police were called. He said that when the police arrived he was angry and upset, so he started pacing back and forth. He described one officer as being “patronizing” toward him and threatened to handcuff him for being “aggressive.” He was told to “stop moving.” The student felt that this command interfered with his first amendment rights.

He also reported an incident from when he was a student in the 4th grade. His sister had been involved in a fight. He reported that the police came to the school asking questions and he walked away. He said that the police grabbed him and continued to ask him questions. He pulled away. His sister was suspended. His parents filed a complaint against the police department. This student’s overall assessment was that the police need better social skills and that there has to be a way to “make sure that cops are equipped to interact with young people”. He felt that the police should have tried to calm him down, instead of threatening him. He added that police officers who arrive on a scene should not make assumptions about the youth who are there but should ask other people who are around about the person. He said the police should take more time to “semi-analyze the situation” and keep the person occupied before becoming aggressive with him/her. For example, students expect police officers to act differently when weapons are present as opposed to when there are only verbal threats. Presumably, in the absence of weapons, they expect the police to be less aggressive.

The students had opinions about how videos have impacted police and community behavior. There was a sense that videos have made both sides more fearful and increased the likelihood that residents might run from the police. They asked: “How are police trained to deal with this?”

There was disagreement about whether the NPD are currently conducting more or less stop and frisk activity. There were general complaints of police officers “getting in someone’s face.”

Trauma

Two students reported incidents that involved the execution of arrest warrants that seemed to have been very upsetting for them even though they were not the targets of the warrant.

A female student became so emotionally upset during this session that the facilitator took her out of the room for a while. Initially, this student had reported that she had had no contact with the police. Later in the session she reported that the police once came to her house looking for her brother. She was home alone and when she came downstairs to open the door the police pushed past her into the house. She said that she was threatened with being taken to the station, and that the officers kept smirking at her when she said that her brother was not at home. She said she became very afraid because she did not know what the officers were going to do to her.

A male student reported that his sister had an outstanding warrant and was stopped while seated in a car with his mother. The student said that he was outside the car, further down the street, but saw the police officer reach for his gun when he approached the car. He says that he saw the officer yank the car door open. The student said that he then ran up to the car and told the officer that he wasn't going to let him (the officer) touch his mother. He says that the officer pushed him away from the mother and told him that he did not look like her son. He said that the officer then tried to handcuff him. He stated that the incident ended with the mother being given five tickets, in part, because the car had tinted windows. He said that his mother has received a tinted-window citation more than once. He stated that this happened to his family even though his father is a police officer in a neighboring department.

He noted that some of the police behavior might have been "his fault", but also felt that the police "are trying to embarrass the person". Eight cars came. He thought that was overkill. He thinks that the only solution is "staying in the house". Because he lives in a "bad neighborhood," he believes that the police probably believe he is "one of them" (the bad people).

One female student reported that her mother keeps her in the house because "there are gangs". Another student asked if the police are one of those gangs.

Suggestions for Positive Youth Engagement

The youth in this listening session provided the following suggestions:

The police should not focus so much on their own personal safety.

The selection criteria for NPD should be more stringent.

Officers should have a minimum of an Associates Degree. The suggestion that officers have more education was repeated more than once. It was suggested that officers particularly need to be educated in “use of authority”. Officers should be required to take Sociology, Anthropology and Psychology courses.

Training should focus on people skills rather than forceful tactics.

Officers should be multicultural and Psychology majors.

Officers should be trained not to have tunnel vision.

Students said an officer needs to be: “a well-rounded” person and understanding of multiple cultures.

It was suggested that officers have professional development workshops twice a month, including best practices as informed by psychological and sociological research.

It was also suggested that the workshops include community members.

Officers should be required to speak to the people in the community first and that this will give the community a feeling of safety and belonging. And, that this type of interaction is more welcome than officers only showing up “to enforce the law to the letter.”

The group was in support of the idea that there should be youth panels who interview new recruits.¹⁶

It was mentioned that, in the past, police officers had a basketball game with students. There was some support for the idea of this happening again with more frequency.

¹⁶This is a practice used previously by former New Haven, CT police Chief Francisco Ortiz, Jr.

Session 3

This session began with a male student reporting that he thinks of himself as a “victim” to police contact because of the way he dresses. He stated that because of the way he dresses, the police will think that he is a drug dealer. He reported in detail about a situation in which officers “pulled up” on him and his friends and gave them “eye contact” and then “jumped out” wanting to know what they were doing, then the officer asked to “check” his bag. He said he refused and told the officer not to touch him either. He reported that, when he said this, the officer got back into the car and drove away. The student said that at the time he didn’t know anything about getting information from the officer in order to file a complaint.

One member of the session noted that young people are running from the police because they are afraid. It was reported that residents want to feel like “We [residents and police] help each other”—not like there is a hierarchy with police on top.

One student reported that: “I don’t trust no police officer. They just be following me.” She reported that she gets scared because “the car is driving slowly” by her.

A minority of students participating in this session commented that they think the listening session and the consent decree are useless because they have the feeling that, “cops will still get away with ‘it’”—that these interviews and the consent decree are “a waste of time”. They pointed to the number of existing videos, nationally, the release of which does not seem to have changed problematic police behavior; and the fact that very few have resulted in the successful prosecution of a police officer. According to one student, “There are mad videos... and the cops still get away with it.”

Students in this session also stated that they believe that police officers are fearful of working in Newark.

One student pointed to slavery as influencing cops “to do what they are doing today.”

Two young ladies reported that they do not go outside because of police.

In another reported incident, police held a gun to the head of the sixteen year old cousin of the student describing the encounter. Reportedly a homeless man

begged for the girl's life. The student said the police responded to the homeless man by saying, "no begging".¹⁷

Trauma

A female teacher reported that she fears the police and see them as a danger to herself and her family.

She lives in a neighborhood where police raids occur and when she began to describe one of those raids, she became visibly upset, shaking, tearful and emotional.

She described that sometimes when she is sitting on her porch with her children, black jeeps pull up and people get out carrying long guns and wearing long black coats. She says that she knows they are the police because their shields are visible, but that they cross silently through her yard without saying anything to her and her children. She says they pass through her gate to get to a target location that is behind her house. She said it feels like something out of a movie. She said these raids take place near Chadwick and Clinton Avenues and have caused her and her family to abandon sitting on the porch. She asked why are "death penalty weapons" being used for non-death penalty offenses?

Suggestions for Positive Youth Engagement

The suggestions from this session came from both youth and teachers. They included:

Not allowing police officers to carry guns—arming them only with tasers.

Officers should stop just sitting around in police cars.

The national videos should be used as "reflections" for the NPD officers.

There should be Know Your Rights (KYR) sessions that involve police officers and the community, though one student commented that officers cannot be trusted with the curriculum for the KYR sessions and that the police may not be knowledgeable enough to teach the sessions.

¹⁷ Understood to mean that the officer was trying to make a joke related to panhandling.

It was suggested that the KYR sessions be held in the schools as a mandatory part of the school curriculum, and that the police and/or other instructors be required to come to the school to teach them.

It was suggested that the sessions be recorded and that guidelines for the course should be based on the location. This suggestion was pin pointed as potentially successful or unsuccessful depending on the “color” of the person’s skin who delivers the curriculum.

It was recommended that officers should be required to have college credits.

Students reported that they would be more comfortable with officers if they “used their words on a higher level.” This included the suggestion that officers ask: “How are you doing?”; “How’s your Day?”; or, “What’s going on?”; rather than asking, “Where are you coming from or going to”.

Students demanded that police encounters be handled by officers who are the same gender as the civilians involved.

Some students pushed back against the idea that there should be any increase in contact with police. They wanted the police to stop being suspicious of young people and to bring the Mayor and politicians into the process of developing, implementing and evaluating projects for positive youth development.

Students felt that police officers should endure similar penalties as civilians when they act outside the law.

Youth thought that it is important for White officers to really get to know the people in Newark’s different neighborhoods.

Youth thought that a residency requirement might help bridge the gap.

c. LGBTQI Youth: July 12, 2018 and August 9, 2018

Two listening sessions were held with LGBTQ youth. The sessions took place on July 12, 2018, for one hour, and on August 9, 2018 for approximately one hour and forty-five minutes.

All of the participants were youth of color.

All of the youth said that they had no knowledge of the consent decree.

July 12 Session

There were approximately ten youth present at this session, a few of whom floated in and out of the room. They ranged in age from 17 to 20 and reported living in the West, East or North Wards. One youth reported living on Avon Street. Most reported that they are in school, including Essex County College, Marion P. Thomas, People's Prep, Orange High School and High School for the Arts.

Police Experience

One participant reported that the only contact that s/he/they¹⁸ have with the police is when the police come into the neighborhood to interdict drug activity; but, feels like the police do not do a good job. It was reported that all the police do is to tell people on the street to leave the area, but when the police drive off, more people come. According to him/her/them, the police "did nothing" and consequently s/he/they felt that the police did not do their job. When asked what s/he/they thought the police should have done, it was reported that, "I wish the people [who were standing around] had been [at least] questioned." S/he/they said that the people in the neighborhood don't listen to the police.

Other comments from the group included:

- "Police get hooked up on their power."
- They turn on their sirens to run through red lights.
- They are "terrible" and over-weight.
- "Cops have really bad attitudes."
- When fights occur the police do not intervene to stop them (reported more than once).
- "Cops are bored and give tickets to have something to do."
- Officers take more than forty-five minutes to respond to shootings.

One participant complained that when a homeless woman was screaming and blocking the door to a store, the police did not intervene at all. When s/he/they was asked what the police should have done, s/he/they said the police should have removed her from the area.

One participant reported that s/he/they were pulled over "for no reason" but was told by the police that the stop was for not giving the right of way to a pedestrian.

¹⁸ The preferred personal pronouns of members of the group varied.

The participant stated that there was no pedestrian in the area where the stop occurred. S/he/they said that the (female) police officer whispered to her partner that the participant (driver) “had an attitude”. S/he/they were given a ticket.

The same participant reported an incident that happened during the Caribbean Festival. According to the participant, during the incident a police officer asked a friend’s mom if she was “stupid”. The officer was reportedly disrespectful to the mom because she didn’t understand directions that the police were giving about traffic flow. It was reported that the female officer gave the friend’s mom a \$200 ticket.

There was a report of a 2015 fight/riot at Barringer High School where the police arrived and “maced everyone.” None of the participants thought that that was an appropriate police response.

One participant reported that when s/he/they see police at night s/he/they “feel safer.” Another reported that s/he/they don’t have any problems with the police.

When asked if any of them had had personal encounters with the police that were related to their identity as a LGBTQI person, all of them responded no. But one person reported that a Black transgender friend (a trans woman) was stopped by the police and asked if she was a boy or girl. Reportedly, the male cop then felt her breast, gave no explanation for the stop, then let her go.

A lesbian participant reported that when she called the police to report an “incident” in which she was the victim, they would not accept her complaint. She said the police were “no f---ing help”. She did not expressly attribute this lack of assistance to her identity as a lesbian.

There were some complaints about the number of police cars that are outside of gay clubs when patrons come out at night.

None of the group reported being solicited for sexual favors by police but had heard from friends that this sometimes happens. Their sense was that trans people are most likely to have this experience or people who “look sis”—those who wear both men’s and women’s clothes. One participant reported believing that “things are worse for males than females”.

One participant whose gender identity is ambiguous by physical appearance reported that s/he/they have had problematic encounters with the NPD on the border of Newark and East Orange. S/he/they reported an incident of being

stopped while walking with a friend and being told that they fit the description of robbery suspects. S/he/they felt that they had been singled-out out by the police. They were searched. Reportedly, \$70 was taken from them by the police, and then they were released. This incident is reported to have taken place in January 2018. S/he/they also reported that in June 2018, a fight took place in a park, the police arrived, and began physically abusing everyone present. As reported, in particular, a LGBTQI female who was walking away from the fight was thrown onto concrete, by the police, and suffered a concussion.¹⁹

Suggestions for Positive Youth Engagement

Both the youth and the staffers contributed to the following list of suggestions:

- “Be more supportive of the community.”
- “Be more kind—respond to requests for help.”
- Don’t be so aggressive/coercive when dealing with the public. “We want to be protected.”

The group expressed the thought that the police need to be retrained to deal with “everyone” and need to be more “open-minded”. The sense was that some police are in denial about LGBTQI identity and LGBTQI rights.

One idea was that it should be mandatory for members of the NPD to attend the LGBTQ Day party during PRIDE week. It was reported that one Black male officer regularly attends the event as part of an initiative to “get out from behind the desk” and attend “*all* community events.”

It was suggested that there should be special training for officers to confront “toxic masculinity”. When asked how toxic masculinity can be recognized in the policing context, members of the group listed: Police making jokes, shrugs and other body language during encounters with LGBTQI youth, referring to LGBTQI people as if they are objects, rather than people, placing LGTBQI youth under hyper-surveillance or ignoring them when they request assistance.

¹⁹Staff at the organization where this listening session was held complained that when something happens at their office and they call the police, the police almost never come. They said that they believe that the police are afraid of encounters that involve LGBTQI people. They report that they have waited as long as three hours for the police to respond to a call about a disturbance at their location and that when they have complained about the slow response time, there have been no results. The failure of the police to respond is particularly disturbing for the staff because the office is located in the downtown area where they know police are always present.

It was also suggested that officers have to be trained to control their emotions; that there have to be mechanisms in place to deal with their own trauma (past and present); and, that they (the officers) not be forced to keep secrets about their own gender identity or sexual orientation.

One staffer offered that, officers should be provided with LGBTQI Training 101 that would include how to interact legally, effectively and respectfully with LGBTQI youth in multiple settings including: schools, youth court, crisis situations, those in the care of family and children's services (formerly DYFS), social service agencies and mental health facilities.

August 9 Session

There were nine participants present during this session. The age of the participants ranged from 18 to 28. They reported living in South and East Wards, Ivy Hill and in Downtown Newark. The session lasted for approximately an hour and thirty minutes.

Three members of the group were transgender women, one was non-binary²⁰, the remainder were gay males of color.

During this session, I was provided with a fourteen page glossary of gay terms, slang and definitions that might be useful to the NPD if the department doesn't already have it.²¹

Police Experience

When asked about their experience with the NPD, one participant responded that he "tries to avoid them at all cost", but especially when he is walking around with his boyfriend.

He stated that he was "harassed" by the police when he was younger. When asked to explain what he meant, he specifically noted being called a "faggot" on numerous occasions by the police. He said that now he asks police officers for their name and badge number when they speak to him in a derogatory way.

²⁰Meaning that the individual does not ascribe to one gender identity.

²¹It is not included here as an attachment because of its length and because I have not secured permission from the organization to share it.

One member of the group said that he has never had a bad experience with the police, but reported that he has witnessed LGBTQI persons be mistreated by police and has heard stories of such mistreatment. He specifically pointed out police using the word “faggot” to refer to gay males.

He also reported a situation where a friend’s lesbian mother was “called a name” by a police officer and when the friend objected verbally to the officer’s behavior, the officer put the young man in handcuffs but subsequently released him.

One participant reported being stopped by police because, according to the officer, there was a report of two males engaged in public lewdness behind a building. The officer said the participant and the person he was with “fit the description”. The participant said he was not involved and after some additional questions the officer released him with the admonishment to “stay safe”.

Several members of this group repeated a concern raised in other sessions—the belief that NPD officers profile based on hair style—specifically, dreadlocks. One participant said that when he wore “locks” he got stopped “all the time”, but once he cut them he was no longer stopped and stared at by the police. When he was asked why he thought wearing dreadlocks attracted police attention, he reported that he thinks police see youth who wear dreadlocks as potential gang members, troublemakers and as violent people.

Various members of the group reported the following as problems they see with the police experience in Newark:

- Police being overly aggressive toward youth
- Police using the term faggot and the N word
- Police degrading the character of trans women

One openly gay male specifically pointed out that on more than one occasion an officer has made comments like, “Is this how your mother and father raised you, to be a little faggot?” He went on to state that “not all police officers are like that, but some think that they are ‘king of the city’”.

There was a general sense that the LGBTQI community is “bullied” by members of the police department.

When asked what percentage of NPD officers they believed to be bad/disrespectful, responses included: 100%, 80%, 20% and 15%.

One trans woman said she doesn't have trouble with the police because she can "pass" (police cannot readily discern that her birth identity was male). But, she stated, if a person is visibly trans, the police assume that this person is engaged in prostitution, is looking for drugs or is participating in some other form of criminal activity. She said that police often intentionally engage in misgendering trans people; for example, using male pronouns and male names to refer to trans women even when their identification has been updated to reflect their current gender identity.

For trans women, in particular, it was stated that "they don't like to call the police because the police get physical with the victim". This includes physical touching, reportedly in the attempt to determine the victim's "real" gender identity.

One trans woman reported that she had at least one incident where she feels the police "jumped out at" her, thinking she was a potential criminal, when all she was doing was walking down the street.

Another trans woman reported that she did not feel safe going to the police for protection from social media attacks she was experiencing. Another reported being told by a police officer that she "is a man and will never be a woman."

It was also reported that when trans women turn down police officers' requests for sexual favors, the officers "put charges on" them; and, that some officers go to the known gay areas of the City and bash gay men. The term "badge and bash" was used but there wasn't an opportunity to gather more details about it.

One participant reported that when standing outside in downtown Newark, one "real fat cop" would "hop out" at members of the trans community and make them move along. It was reported that the officer referred to them as "hoes" when directing them to move along.

The non-binary member of the group stated that they believe that the police are frustrated and angry when they cannot easily figure out which gender to ascribe to a person. This, said the participant, "complicates the police role in the world." They noted that the police have a false sense of power and a false sense of the police role. One of the trans women indicated that she believes she is arrested for who she is rather than what she has done. She believes she is "put through more hoops" to resolve her cases, despite the fact that she gets a White lawyer and "dresses up nice".

One gay male said he did not have any problems with the police because “I do be wrong” when the police make contact with him. He went on to report that the police yell out at him over the bullhorn, saying his name and asking if he has been staying out of trouble. He is accepting of this behavior by the police.

Another gay male said that when the police see him in his “belly shirt” they call him by a nickname that he stopped using some time ago. He said that the officers sometimes ask him if he is “staying safe”. He also said that he feels that the police always assume that he is involved in fights and crime and that he avoids the police in order to avoid suspicion.

One of the trans women then commented that she does not feel that her gender self-expression makes her suspicious, insinuating that the police should not hold a belief that it does.

Two of the participants said that they do not experience problems with the police.

All participants reported that lesbian women who present as masculine are treated more aggressively by the police—stating that when couples fight, the feminine one is not treated aggressively, even when she is the aggressor. They also reported the more masculine partner is usually the one to be arrested, even when not the aggressor.

There was some disagreement over which officers are more likely to be aggressive with the LGBTQI community. One sense was that the “older seasoned” officers are less aggressive. One trans woman said that she finds the older cops to be more problematic. She reported that the “older cops” seem like they are “tired of seeing this” (openly LGBTQI persons in the community). Other participants agreed that they find younger officers to be more accepting. By contrast, some participants said they are having more “trouble” with younger officers, both personally and through witnessing their behavior with others. A participant stated that s/he/they believe that the officers with one to five years on the job are more likely to be aggressive with the LGBTQI community to impress the older officers.

A participant also stated that “Cops disrespect the LGBTQI community because they (members of the LGBTQI community) disrespect each other.”

Complaints were made about the amount of time that it takes for the police to respond to reported incidents of gay bashing and when there is an incident

where both the victim and perpetrator are from the LGBTQI community. There was some disagreement as to whether this is a consistent problem.

A question was raised as to whether or not the police are using social media to spy on, and subsequently arrest LGBTQI people.

A preference not to call the police was reported by more than one participant. One participant indicated that this is due, in part, to not liking the way the police speak to members of the LGBTQI community. It was also reported that there are serious “trust issues” between the LGBTQI community and the police.

One participant specifically stated that if you are “Black and gay you have a reason to be paranoid” about potential police contact. One of his complaints was about being handcuffed too tightly during such encounters and the police ignoring his complaints about the discomfort.

Detention

There was considerable conversation about what happens when the police take a LGBTQI person into custody. A major concern expressed was the mis-gendering of trans women. It was reported that trans women are “put on the male side” of holding even when their ID reads: female. It was reported that gay men are put in with straight men and only rarely is that not the case.

One trans woman reported that a jail attendant touched her in order to determine whether she should be in a cell with males or females. And that she was asked: “Did you get your bottom surgery yet”.

It was reported that a trans woman who was transitioning was placed in a holding cell with men.

One of the trans woman reported that when she was taken into custody in a jurisdiction outside of Newark, “based on how I was dressed”, she was asked what she would be most comfortable with—being placed with men, with women or in isolation. She indicated that Newark does not ask this.

She specifically pointed out that when she was taken into custody two or three years ago, NPD “would take you to Green Street and isolate you all the way in the back and forget about you.”

Frustration was expressed for the lack of change in how police treated the LGBTQI community in the past and how they currently treat them.

Suggestions for Positive Youth Engagement

Members of this group offered a broad range of suggestions for improving police engagement with the LGBTQI community. They suggested that, before NPD hires officers, they should conduct more in-depth screening regarding the potential officer's background—specifically addressing whether s/he was a bully or was bullied or suffered trauma earlier in life.

It was also suggested that officers should undergo trauma-informed training to better understand the trauma LGBTQI youth experience—the anxiety of keeping their sexual orientation or gender identity a secret; the trauma of “coming out”; the reaction of family members, which sometimes includes being put out of the residence, resulting in homelessness and prostitution. Stigma and implicit bias training for officers was also suggested.

This group stated that the NPD needs to put an end to “quota-driven” policing. There was a sense that there is more police activity in the neighborhoods towards the end of the month in order to meet expected quotas for police activity and that the LGBTQI community is targeted as a means to meet these quotas.

They noted that, LGBTQI persons should be greeted by police without the use of the term “faggot” and, for trans women, without a revelation to the general public that, “you know that’s a man”; or, the question, “Are you a real woman?”

They suggested that police training should include officers having to sit in a room and listen to the LGBTQI community talk about their experience in the community in general, especially their safety concerns, and about their experiences with the police.

The use of openly LGBTQI officers to deliver the LGBTQI training to officers, was recommended; and the avoidance of discriminating between LGBTQI groups within the community—that is, treating some more favorably and others less favorably. This group also suggested that the NPD should:

- Recognize discrimination against this population when it is occurring.
- “Unpack” the term trans-gender for officers more and distinguish their concerns from those of gay men.

- Improve relations with the LGBTQI community by addressing the LGBTQI status of members of the department.

This group also supports a residency requirement for officers.

It was suggested that as part of the LGBTQI training offered to officers, the trainer should pose the question: “If your child was LGBTQ and was apprehended, how would you want them handled/[treated]?”

It was also suggested that LGBTQI persons should be invited to be present at the LGBTQI training sessions and that the training should be held “at a center like this one.”

NJISJ Youth Council: August 9, 2018

There were six youth present for this session. They ranged in age from 16 to 25. They resided in the North, West and South Wards and Jersey City. This session lasted just over two hours.

This session opened with the youth asking questions about the recent policy that the NPD should aggressively enforce the curfew ordinance during the Summer.²² See **Attachment D**. It is unclear whether the Mayor’s Office or NPD has formally responded to the concerns they raised.

Police Experience

This group of young people was extremely articulate and clear about their police experiences and suggestions for improvements. Some members admitted to having had enforcement related contact with the police when they were younger. Those encounters included fighting incidents and drug investigations. The bulk of the experience reported by members of this group centered around false accusations, aggressive treatment, unwarranted profiling and unsatisfactory communication.

The session began with one young woman reporting that once, when she was at her brother’s house, several police cars came and she was thrown against the wall for no specific charge. She felt that the police were “acting on impulse”. They did not give her any details of why they were there and did not ask her any

²² <https://www.newarknj.gov/news/mayor-baraka-announces-summer-2018-juvenile-curfew-initiative-curfew>

questions before approaching her in such an aggressive manner. She said the experience left her feeling on-edge for the rest of the Summer.

She also reported that she has several friends who are incarcerated, including one friend who is incarcerated for a murder that he did not commit. She said that she feels that the NPD are doing a shoddy job of investigating the case, and that witnesses are not being interviewed. She also reported that one of her friends was falsely accused of robbery; and, that she lost a loved one to gun violence, but she does not feel as though the police took the investigation into his death seriously.

In her opinion, dark-skinned youth with dreadlocks and tattoos are all viewed by police as “typical criminals” who lack access to private attorneys. A male member of the group described himself as “traumatized” by his police contact. He denied that he has had any positive interactions with police; and, believes that any communication with police now is “just going to be bad”.

A complaint was made that in some neighborhoods the police “just stand or walk around without speaking to residents, only talking to each other.” According to the group, this failure to communicate with residents was attributed to the fact that police are “disconnected” from the community, as evidenced by their inability to accurately respond when asked for directions and a sense of being “uptight” while patrolling in residential areas.

There was a complaint that officers sometime act out emotionally and are impulsive instead of following the law. One youth recounted an incident where she and a male cousin were “harassed” by an officer who she described as “a dark Hispanic”. She said the officer cornered them and accused them of having a stolen bike. She reported that during the incident, the officer “crashed” the bike with the patrol car, then handcuffed and arrested the cousin. She said that her mother sued the department over the incident and that the department countersued. She did not know the final outcome of the suits.

Members of this group thought that the police “need to know the law better” in order to do their job “correctly”. When asked what they see as the ‘job” of the police, the response was: “to protect the citizens and enforce the law” and “to help keep violence down”. They cited police becoming more aggressive than necessary, racial profiling/stereotyping, and “not ‘giving’ someone their rights before arresting them,” as examples of “incorrect” policing. There was also a sense that written NPD policies were not being practiced on the street.

Members of the group indicated that they see a difference in how NPD patrols downtown Newark in comparison to some residential neighborhoods. Specifically, it was noted that, “in the downtown district, the cops behave nicely.” One participant noted that “[t]hey tell the dudes not to ‘holler at’ the young ladies”—though the officers themselves sometimes try to impress women by turning on their sirens. Someone in the group expressed the feeling that: “Police really stopped caring about the people deep in Newark”; but, that this is not true of downtown Newark. It was reported that gentrification is making it harder for people of color (POCs) and low-income people to find a place to live; and that NPD needs to be mindful of this when making policy and strategic decisions.

There was a consistent feeling that it is important for the police to be “from the area.” One participant was really annoyed that when she asked for help with directions, the officer’s response was, “I don’t know”. The general sense was that, with few exceptions, NPD members are not familiar with the people or geographic areas where they patrol, and that this is something that needs to change. This group felt that it is important for members of the department to be able to demonstrate that they (the police) are comfortable policing in Newark, and particularly, that they be familiar with the geographic layout of the ward where they are assigned.

The majority of this group expressed a desire for more familiarity with the NPD and more opportunities for open communication with members of the department.

There was also acknowledgement of positive interactions with NPD. Female members of the group reported that police officers sometimes held doors open for them. And, residents from more crime-challenged communities acknowledged that police presence has reduced violence.

Participants mentioned NPD blocking off streets in the South Ward, with no one allowed in or out without proof of residency there; and, that on Bergen St, “before and after the bridge”, the neighborhood “has become a lot more quiet.” It was also noted that the Central Ward is “changing drastically”. (There was not enough time to explore this statement in more detail). Use of these violence reduction strategies was not free of complaints. It was reported that there was “no communication with the residents” while police were in the community; people were inconvenienced by the police barricades; police were “reckless”—had a shoot-out with drug dealers on Avon Avenue; and, that the police got “lazy”

and didn't want to engage with the public. It was specifically reported that on one occasion, the police were sitting in the patrol car in front of the barricade on "Osborne near Beth Israel" and a person with a gun crossed in front of the officers, and the officers kept talking to each other without questioning the person with the gun.

Suggestions for Positive Youth Engagement

There was a consensus among the group that NPD members must take an individualized approach to interacting with youth and improve their communication with youth and the general public.

Comments related to communication included statements that:

- Youth should be able to have simple conversations with police.
- Police in the South and West Wards should say "Hello".
- Police should speak to young people. Ask, "How are you" instead of "Where are you going"?
- NPD mandate that police speak to the community cordially as soon as they make contact

Consistent with comments made by participants in other sessions, these participants noted that dreadlocks should not cause police to form negative assumptions about youth.

Their suggestions for "fun" activities to improve youth engagement included:

- The police should host the Block Party in each ward. The party should be for all ages. They should occur monthly or bi-monthly.
- Police should come to the block parties and play basketball and/or other sports with the youth.

Beyond engaging in "fun" activities, the youth in this group were willing to lead training sessions to orient the police to the geographic layout and needs of residents in the wards where they live. A male participant indicated that he would like to see "assigned" rather than "rotating" patrol assignments. There was a general consensus that policing strategies and interactions should be tailored to the needs and circumstances of individual neighborhoods.

There was a call for more female and minority officers. A member of the group noted that, "I don't feel safe around the police," but also stated that, s/he feels

safer when dealing with officers of color. Members of the group reported that they believe female officers will be more empathetic, and that having more of them on the NPD would be better for girls who become involved with criminal behavior. They also noted that they believe female officers are better for handling homeless women and children.

It was suggested that, rather than focusing primarily on what is wrong within a neighborhood, the NPD needs to engage in “asset mapping” and refer youth and families to resources to address their needs. Mental health issues were pointed to as a major contributor to violence, along with a lack of resources for residents to solve problems in a noncriminal way. It was suggested that there needs to be a mechanism for NPD to directly refer residents to needed services without “putting them through the system first”.

The group listed a number of community-based organizations with whom the police should partner, but, also noted that more are needed. They felt that police need to know where they can send young people for help instead of arresting them. They called for the police to have a “direct link” to these organizations. They also suggested that the NPD should constantly be assessing and reassessing: “Who are we arresting?” and “What are we arresting them for?”

It was felt that police need to be connected to more African American therapists who can counsel youth of color, and, that police need to become “credible messengers” to youth. It was noted that some members of the NPD already act in this capacity by sharing their stories of “coming from the streets.” They suggested that this needs to happen more.

This group felt strongly that in order to develop meaningful strategies for positive youth engagement, youth “need to have a seat at the table” when ideas are being discussed. A youth-only or youth-led community forum or series of forums, with NPD members of all ranks in the audience, was suggested as a means to give youth a platform for informing the NPD of their ideas and concerns.

d. Alternative School Students: August 10, 2018

There were six youth present for this session. They ranged in age from 18 to 21. They reported currently residing in the South and Central Wards. One reported having resided in Irvington previously.

Both males and females were represented in this session. The session was co-facilitated by two staff members. This session lasted for an hour and forty-five minutes.

Police Experience

The youth in this group reported much more contact with the police than did youth in earlier sessions; but, several of their experiences with police and suggestions for youth engagement are similar. There were two dominant voices among the group. There was some concern among this group about police retaliation; consequently, the most verbal participants are referred to by pseudonyms.

The first person to speak during this session denied that he has ever been the victim of crime and emphatically stated that he is “not afraid of no cop.” He reported having many encounters with NPD. I have given him the pseudonym Monty. The sole female member of the group joined the session late but was very measured and articulate about her concerns and suggestions. If there is a youth-led community forum, she should be invited to be one of the youth leaders. I have given her the pseudonym Pearl.

Monty recounted an incident where he was “by the corner store” and was told by the police that “you can’t stand in front of this store.” Monty said he then moved to the front porch of his house and was told by the same police officer that he could not sit on the porch. He said the officer then asked him for identification but he refused to produce any. He said the officer “left angry but without the ID.” He stated that the officer was alone in his patrol car and was just probably “looking for ‘something’ to do in the morning.”

He went on to report the about “40 cops” patrol the area where he lives and “just sit in their cars and just stare at us.”

He then went on to describe an incident allegedly involving the light rail, by first stating that, “Everyone hops on the light rail for free.” Monty reported that during the incident he and some friends where “hanging out” in a place they call “the frat house” when police entered pointing guns at them and saying they had followed the group from the light rail. Monty reports that he was taken to the police station where he was handcuffed to a chair and the younger members of the group were placed in holding cells. Presumably the charge was fare evasion.

In one of his police encounters, Monty noted that the court date kept being changed and eventually a warrant was issued. He says the he was able to get the case dismissed. For this incident, he said the New Jersey Institute of Technology police were involved but he was not sure whether the NPD was also involved. He reported that once when there was an open warrant for him, the NPD kicked in the doors at his cousin's house and his grandmother's house looking for him, before he went and turned himself in.

Another male member of the group said he was approached by police while standing in front of his job smoking a cigarette. The officer reported that someone had beat up a security guard. The officer then asked how long the participant had been outside. The manager verified that the youth had been inside working. When the officer was asked why he was there alone, he reportedly said, "have a nice day."

Monty believes that the police engage in 'appearance profiling'²³—noting that when he wears a tie the police treat him differently than when he wears a tee-shirt and jeans. He reported that "the cops don't go by the rules"; and, that "cops need a training course on emotions". He went on to note that "cops shouldn't be allowed to bring their trauma to work... [because] other workers can't". It was also felt that "officers abuse their power against young teens—expecting them to escalate the situation."

Pearl reported a situation where she and others she was with were told by an officer that "y'all gotta move" and when she asked "why" the officer then said "you think that you are tough" and began asking her about her tattoos. When she indicated to the officer that her tattoos were irrelevant to the situation and "none of [the officer's] business," the officer said, "I could arrest you now for the things that you are saying." (It is noted that Pearl wears her hair cut very short and on the day of the listening session she was wearing clothing that would be described as masculine).

Pearl asked a question about de-escalation training, noting that she was maced by police during a large fight outside a school. She stated that the incident happened about a year or two ago and that the police stood on top of cars and indiscriminately sprayed mace over the crowd. She said that when she was

²³A term I coined to encompass police targeting based on a combination of factors including race/ethnicity, style of dress (including colors), style of hair, gender presentation and other visible characteristics.

maced, she felt like she was “on fire” and that she was not involved in the fight. In other police experiences, she recalls being made to repay for a bus ride. The driver accused her of not paying and called the police. When the police came onto the bus, she paid the fare again. She did report an experience with the police that she saw as positive. She was told to go sit in the police car but was also told that she was not under arrest. She was taken out of school because she was “attending school illegally.” She was enrolled in a Newark school while a resident of Irvington. But, she was never formally charged, arrested or processed.

Her general impression of the NPD is that they are bored sometimes and that they expect to get back the same kind of energy that they give out; but, she says she tries not to let them bait her into aggressive behavior. She pointed out something she sees as gender-biased behavior. Once, she observed two girls fighting in the street while nearby police officers did nothing to stop the fight. She reported believing that the police inaction was gender related. She felt that the police would have behaved differently if the fighters were male. She expressed the belief that when females are involved, police “let a lot of stuff go.” Monty noted that he thinks that “the police treat better looking people better.” He also pointed out that he believes a lot of police response is “based on looks”—stereotyping and profiling people as “gangsters” based on their appearance.

Like others, members of this group asked “why do the cops take so long to show up” when they are called? Someone reported that officers took twenty minutes to respond to a call about an injured person and that the ambulance took an additional thirty minutes to arrive. Another member of the group reported that when his brother was shot, “the police took thirty minutes to come.” There was a sense that “the police respond to what they want to respond to.”

As more members of the group joined in the discussion, a contradictory image of the NPD began to emerge. One participant stated that, “things are not really that bad with the NPD”. “They don’t kill us.” While another said, “They [are] constantly harassing us and making us move.” A participant complained that he “got strip searched” down to his underwear while he was outside; and, that on another occasion he was told to “get against the wall” and “strip”. He asked, “Why do they touch my private parts?” He also expressed that he was seriously offended by officers’ pulling up his private area.

Monty complained that “they never give you a ride home” and when you ask for a ride, “the cops say sorry we can’t give rides.” “But, they give rides to ‘snitches’.” He stated that undercover police ride around in “taxi” mode; use their sirens when there is no emergency; and, put on their sirens to go through red lights. Another member of the group said he was given a ride from a police officer when he needed one, adding that he is not a snitch.

Another participant stated that “cops are not your friends”, especially when “they need to meet their numbers [quotas].” Issuing tickets for “tinted windows” was one way the participants thought police “get their numbers.” Participants saw “being stopped for tinted windows” as unfair, noting that, “It’s not fair that [people] get tickets for tints when the windows are down—you can see everyone in the car.” This discussion about tickets for tinted windows and its perceived unfairness coincided with one participant’s claims that, “I hate cops.”

Monty reported that in his experience, officers will not call a supervisor when asked to do so. And, that officers get mad “when you know your rights”. He stated that when he attempts to assert his rights, officers tell him, “oh, you think you are smart”. He also expressed his frustration with being the subject of false statements and false accusations by the police. Others in the group nodded their heads in agreement. Monty stated that once, in response to a false accusation by police, he told the officer, “Yes I steal, but I am not stealing today.”

Like other groups, the participants in this group felt that the NPD needs to be more respectful during encounters. Their primary complaints were that, “they yell; “they get in your face”; and, they don’t “respect my space”. There was a sense that police try to over control the lives of youth, rather than simply enforce the law. Monty noted that the police need to understand that they are “not here to control people” when there is no criminal conduct. He felt that it was important for the police to understand that, “I am not an animal”.

It seems particularly important that the NPD develops successful strategies for engaging positively with this youth population as evidenced by the following list of negative sentiments expressed by a small segment of the group:

- “Police aren’t getting paid to do much”
- “Police are never leaving my area”
- “We might as well just get rid of the cops”
- “They [NPD] think of themselves as a gang”
- “Ban guns [for cops]”

- “Police are making stuff worse”
- “The streets are not that quiet”
- “Drug dealers are trying to encourage the youth.”
- “NPD are bullies. They have to be shown that we are not scared”
- “They [NPD] are going to get the message once they get shot at”
- “No more peaceful marches”

Monty was among those who expressed some of these sentiments stating that he is starting to think that reforms are not possible without “riots”, “looting” and “burn downs”. He stated, “I be feeling a certain type of way.” He says he wants mutual respect during police encounters but finds himself having to say to some officers, “You talking to me crazy—you must be drunk.”

Like members of other groups, these youth report intentionally avoiding contact with the police. They report that they run from the police to keep from being arrested or assaulted or being told what to do. They reported feeling that the police abuse their authority. Consequently, one reported specifically that, “I go the opposite direction of where they go”—noting that even “some [officers who were] from the hood [and] were okay, become bad.” Monty noted that police try to make thinking of themselves as a gang is “okay”, since they say that they are helping the community. He notes that drug dealers are also helping the community by providing water, food, clothing and encouragement, while the police only make arrests. He thinks that it is important for the police to recognize that, “Some people in the street are just trying to survive.”

This was the second group to note that some members of the NPD are overweight. Monty stated that, “Police are too big to be cops.” “Why are we paying them if they are not physically fit.” He made specific reference to how this contributes to foot chases and youthful criminal actors “not getting caught.”

Suggestions for Positive Youth Engagement

Suggestions from this group began with:

- “Hire people from the neighborhood to be the police”
- “Have more cops who can relate to [our] story”

This group also developed a list of Dos and Don’ts to be shared with NPD:

DO

- Ask my name
- Treat me like a person not an object
- Be professional – not emotional
- Care about the job – don't just do 'random stuff'
- Recognize that there are certain things you cannot do when you are at work
- Be mindful of 'the way you speak'
- Listen to youth and try putting yourself in our shoes

DON'T

- "Flip the bird" at civilians
- Act like we don't know our rights
- Get mad when we know our rights
- Act like you are better than me
- Talk to me like you are my parent
- Ask me about 'my business'
- Call me names
- Yell at me
- Point at me

The youth in this session noted that there must be consequences for unprofessional police behavior, more training on self-respect, and "extreme mental toughness training." When this group suggested that a training course was needed on "emotions", a staff person indicated that he has observed some existing training that is directed at trauma among both police and civilians. It was not clear whether there is a particular focus on youth interactions within that training.

A simple but compelling suggestion from this group is that members of the NPD "need bigger name tags". Monty noted that "If you ask a police officer their name, the police 'catch an attitude'" and say "Oh, read it". He finds the name tags difficult to read, at their current size, without getting really close to the officer(s)—closer than he is comfortable with.

He also said that he is "getting tired of playing basketball" as a youth engagement strategy. He says the department needs to recognize that this is

“not enough to do”. Monty suggested taking away badges and uniforms, as a means to reduce the gang-like thinking and behavior of police. When questioned further about this suggestion, Monty clarified that, if there is a real desire to improve the relationship between NPD and youth, it is important for police to appear less intimidating to young people. He added that it would be better to have police wear their street clothes during positive youth engagement programs instead of their uniforms.

All Stars Project of New Jersey: August 18, 2018

Sixteen youth participated in two listening sessions at this site. Although the listening sessions took place at the All Stars of New Jersey headquarters, the sessions were not affiliated with Operation Conversation: Cops and Kids. None of the teens who participated in the listening sessions were verified as ever having participated in a Cops and Kids workshop.

Session 1

The three students present for this session were unsure of the ward(s) where they live but gave the following descriptions: South Vailsburg, Upper Vailsburg/Ivy Hill and Roseville Street near Branch Brook. All of them were 17 years old. There were two males and one female. One male was Latino.²⁴ One male was African American. The female was African American and Afro-Caribbean. The session lasted for 80 minutes.

Police Experience

The participants in this group reported little direct contact with the police.

The discussion was somewhat dominated by the Latino male, who I have given the pseudonym Luis. Luis says he does not see police patrolling the area where he lives much. He identified the area as being within the 6th precinct.

The young woman, who I have given the pseudonym Mary, said that she saw the police in her grandfather’s business—a candy store—last summer (2017). She says they were asking questions about whether there had been any “trouble” in the area. She had not seen the police around the store again until recently. She says there were more patrols around the store, at the time of the interview,

²⁴He comes from a Spanish-speaking background but is not from the Caribbean or Central or South America. In some official statistics he would be designated “White-Hispanic”.

because more people were “hanging out” across from the store. She said it was a mixed age group and that the police told the people they “have to move on”.

Mary went on to report that there are police on the corners and on school property during the school year. She has seen young people get arrested for fighting. She identified the high schools that she is familiar with as, Donald Payne School of Technology (formerly 18th Street); University High School (where she says there is no police presence); and East Orange High School. There was a conversation amongst the group where they concluded that there is either a NPD or Sheriff’s Office outpost next to the Donald Payne School; and, that when it was the 18th Street High School, there were police inside and metal detectors. They said they believe that metal detectors are used inside University High School, and, that there are maybe 15 police officers inside the East Orange High School.

Mary reported that her younger relatives (12-year-old brother and cousins ages 4-10) speak with the police regularly. The police ask how they are doing and answer their questions. She says her ten-year-old cousin wants to become a police officer. She acknowledged that “a good majority” of her friends avoid the police. But, she seemed to have fond memories when she reported that the police would let her sit in the patrol car when she was a small child.

Luis reported that when he was in the 6th grade, he was detained by the police for a petty theft. He says they were going to get arrested for stealing but the principal of his school spoke to the police and he and his friend were let go. He admitted that he and his friend were stealing at the time.

One of the males in the session reported that he has been in several fights but has not been arrested. He says when the police arrive, he “drops stuff” and “walks away”. He has not been detained or arrested—noting that, “when police arrive, everyone runs.”

One of the male participants also reported that he usually “stays home”, but once, went to a party in another part of Newark where one person was arrested. He said that during the arrest, the police yelled, but “weren’t too aggressive.”

Luis reported that a friend got a ride from the police once—last summer (2017) around 11pm or midnight. He reported feeling like the police should “be giving kids a ride”. He said, especially if they ask where home is, then officers should offer the youth a ride. “It’s nice.”

Luis was aware of the curfew enforcement for the Summer of 2018. He said he saw it on social media. He said he was not concerned about being stopped because he is older looking now and lives near Seton Hall University.

The African American male, who I have given the pseudonym, Jonathan, thought that the curfew enforcement was a good idea because it would “stop people from being out on the street”. He thought it would work well if the officers “ask you questions” and “have flexibility” instead of being strictly focused on enforcement. He noted that if the youth was outside because of school or work, the officer should not enforce the ordinance; but would be justified in enforcing the ordinance if the youth was outside because of a party. Jonathan gave a very compassionate example of how he would like the police to behave during a curfew stop.

Luis said he would be upset if the officer “did strict enforcement”. He admitted that when asked why he was on the street, he would probably lie. He said he would also ask “why am I being detained?”; and if the officer gets upset, he said he would tell him to relax and control his feelings. He said he does realize that this could make the officer more upset. However, he said teachers have told him, in drivers training, how he should behave when stopped by the police. He said he would “use one of my amendments” then walk away after asking, “am I free to go.”

Mary and Luis said they have been exposed to a Law and Public Safety Program. She says that the teacher “gives the sessions from both perspectives.” When asked to clarify, she said the course is presented from the police perspective and the perspective of different civilians. Mary noted that some students in the class said, “I don’t like the police”. Luis’s critique of the course was that it is too focused on the police perspective instead of the rights of minorities. The following thoughts were reportedly highlighted from the program:

- Show that you are educated
- You know your rights
- Keep it modest

Jonathan said that he would like to have the talk about what to do when the police stop you. He says he has not had it in any setting. Mary thought that it might be better for the police to teach the course described above, since the police are doing the work. The group did note that the police might not know the

law; and, mentioned that police should control their emotions. There was a sense that police may be acting more on instinct and emotion. They were hopeful that this could be corrected through training.

There were statements from the group that demonstrate how conflicted these young people are over the role of the police in their community. Their perceptions and beliefs are not necessarily limited to experiences with NPD. They believe that officers may be prejudiced, but one of them thinks that officers of color are not. They expressed a collective belief that NPD officers of color have a “better understanding” of the people of color in the City.

They recognized that police are human beings and that all human beings have emotions, but, see it as inappropriate for the police to act on their emotions while performing their police duties.

They questioned whether members of the NPD know the law, but say, “most police do follow the law”.

Luis said “there is a hierarchy and the police are on the top.” “Since the police have the badge and the gun, the police think they are more powerful than us.” He said that the police are “not service oriented—not even where I live” (a more affluent section of the city). They are “suppose to protect and serve—but most people don’t think or feel [that] they are doing that.” Even though Luis lives in a more affluent section of the city, he says that some people he is around “don’t like the police.” Among the three of them, estimates for what percentage of their peers and relatives don’t like police were: 85%, 20% and 30%. They all were concerned that friends who are angry over police use of excessive force might take their anger out on police. They also expressed the sentiment that: “If we don’t know a police officer well, we’ll assume he is going to shoot us one day.”

Suggestions for Positive Youth Engagement

Luis felt that one key to better engagement between youth and police is for officers to learn to control their feelings. He also felt that officers need to be trained about micro-aggressions²⁵ and how to avoid engaging in them. He

²⁵Columbia professor Derald Sue uses this term to refer to “brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial slights and insults toward people of color.” It has also been used in reference to these actions toward other marginalized groups.

suggested that a better job needs to be done in assessing a potential officer's EQ (emotional quotient)²⁶ and IQ (intelligence) in advance of the hire.

This groups also provided some policing Dos and Don'ts:

DO

- Be respectful
- Stop fights
- De-escalate situations
- "Keep the community together"
- Patrol to make sure everyone is okay
- "Try to connect with the people in neighborhoods you patrol"
- Answer questions from community members respectfully
- "Leave the person alone if they don't want to talk to police"

DON'T

- "Assume a bunch of kids on the corner is engaged in crime"

This group thought that there should be more extensive training that includes psychology and behavioral science courses to teach officers how to more accurately "read a person." They thought scenario-based training with youth would be helpful. They noted that field training is particularly important, especially when officers are not from the neighborhoods to which they are assigned. They also supported a residence requirement. They thought that it would help officers exercise better judgement by being around the people they are expected to "serve".

The youth in this session see the job of the police as: to "serve and protect"²⁷— with service being the "backbone". When asked to elaborate more, they said:

²⁶Emotional quotient refers to the capability of individuals to recognize their own emotions and those of others, discern between different feelings, and label and use those emotions appropriately.

²⁷Rather than to protect and serve.

“serve” means to interact with the community members and balance being friendly with not being too friendly. In their view, protection involves understanding the needs of the community from all perspectives,²⁸ including remembering how they [the police officers] were when they were younger.

Session 2

There were 13 youth present for this session. They ranged in age from 16 to 19 years old. The group included both males and females and was made up of primarily youth of color. They reported residing in the South, North, Central and West Wards. Two reported residing in East Orange. The session lasted for 85 minutes.

Police Experience

One Black male member of this group reported that he has never had a police experience. Another member of the group suggested that this is because he is a relatively recent immigrant.

A female member of the group began the session by recounting an experience that she had in the Winter of 2017. She reported that she was walking near her home in the South Ward, at about 10pm, with three friends. She said the police pulled up “aggressively” and said “We need to check y’all.” She said the officers patted them down, looked into their bags, then told them to go home. She said that she and her friends were “uncomfortable” with the experience. She asked, “Why can’t we just chill in our own neighborhood?”

This group was so large and there were so many reports of police contact that the incidents are reported here by time period (if given) or location, rather than an individualized identity of the person who reported the incident:

- A female participant reported that one night in July 2017, at about 11pm, she went to get gas for her mother at a station off South Orange Avenue. She was stopped by a patrol car with no [siren] lights and no headlights. Two officers got out of the car and said that they were pulling her over for not “indicating”. She said that she did signal. She said that the officers were not friendly; and, that one had his hand on his gun. She said she had actually pulled over because she had arrived back at home. She said that she felt

²⁸This includes all members of the community not just the ‘good’ kids.

as if the officers were just looking for someone to bother. She felt that the incident could have “gone really right or really wrong.”

- Another female participant reported that during the Summer of 2015, she was caught driving with a probationary license after hours but was let go. She acknowledged that the officer had the right to stop her. She says she is anxious when she encounters the police and has seen aggressive interactions with the police “a lot.” She reported that she becomes scared when she sees “cops,” but thinks she should feel safe. Despite having been given a break once, she thinks “most are not friendly”.
- Another member of the group reported that the police were looking for a cousin who wears “dreads” but stopped another cousin who wears “dreads” instead. The teen believes that “dreads threatens their [the police] supremacy”. This teen also believes that “police are intimidated by women who have natural hair” and, she noted that the police once put their hands in a friend’s hair.
- One female reported that her mother heard gunshots once but thought they were fireworks. She said, “no police noticed.”
- The teen who started off the session with her police experience recounted another encounter from 2017. In that encounter, she says she was with her older brother when the police “checked” him. She said the police told him to “pull his pants up”. When she and her brother came out of their house again later, the police stopped them again. She said she believes it is because they think her brother “looks aggressive” because he has tattoos.
- Another teen said that she had her first encounter with the police when she was nine years old. She said that the police drew guns on her and were cursing at her. She said they kicked the door down and took a person out naked. She said her mother was yelling but the police “thought it was funny”. She said that the police had an arrest warrant for the person they took out but “tore up the house” in the course of the arrest. She says her mother requested compensation for the damage but was not given any.
- Another teen girl reported that three years ago she was fighting in school. When the police arrived, she stopped. The other girls were not from the school; but, the police told her that she was going to be arrested. She said she was held by many officers, but they eventually released her without making an arrest. When she went

outside, the other girls jumped her. The police had to be called back to the school. They did not arrest the girls who jumped her. She was upset because the police did not protect her. She was injured and had to be taken away in an ambulance. She missed a tournament and was afraid to go back to school. She said the resource officer was a “no show” during the entire incident. She reported that this incident occurred in the North Ward.

- A Latina teen reported an incident from Spring 2017. She said that her mother dropped her off at school early and a “sheriff” yelled at her (the mom). He said that he would deport her if he saw her again. The mother was using the father’s driver’s license. She said her mother took her back home. Her father brought her back to the school; and, “then the sheriff didn’t say anything more.”
- Another female teen said that when the police were called for a burglary at her house, “the police didn’t seem like they were interested in the investigation.”
- Similarly, a female participant said that when the police were called for an altercation between her father and a female neighbor the police laughed because her dad had been injured by the female. Her father said that the neighbor had threatened him with a gun but the police did not take it seriously. The officers asked among themselves “who’s going to write this up?” She says no report was ever written. She felt that the three male officers didn’t take the matter seriously. She lived near Hawthorne and Lyons Avenues, at the time.
- One participant reported that the police came to her house a lot because her mother had many domestic disputes. She said that the police kept their guns holstered during the incidents.
- Another female participant said that when she was about six, a neighbor called the police on her father for fighting with a neighbor but no one was arrested.
- One teen told a somewhat confusing story about an incident that occurred during the winter of 2017 involving a 25-year-old brother and the NPD. The brother ran into the house followed by the police with guns drawn. Someone in the house had let the police in. The brother’s friend ran into the house after him. Allegedly the police had confused the brother with the friend. The police started yelling at the brother, “What do you have? What do you have?” The teen

reported that the police told the brother that they would let the friend “go easy” if he (the brother) “snitched”. According to the teen, the officer who was talking to them got another call, took the handcuffs off the friend, let him go, and said, “this is your lucky day.”

- Another female participant reported that a few months prior to the session, when she was coming from church and was stopped in a car with the blinkers on, the police came up to the vehicle. The officer went to her friend who was driving and asked for “the papers”. The officer said “they were just checking to see if she was okay.” She reported that the papers for the vehicle were fine and she was confused because the police didn’t approach the car until after she got out.
- Another participant in this session reported that on one afternoon in July 2018, around 3pm, a guy put a knife to his brother’s neck. He said the NPD “has to have cops down in the light rail stations [because] it’s not safe.”
- A teen reported that “a Spanish officer was nice” when there was confusion over whether a group of kids was involved in an incident where it turned out that they were not involved.
- A participant reported that the police took a long time to come when the family car was broken into on 17th Avenue; and that, the police laughed and smirked once they arrived. There was no follow-up from the police and the family had to file the report again. The participant reported that the “police seemed to be having a language barrier issue.” (The teen was from the Afro-Caribbean).
- One participant said the police just told them to “go inside” when she and friends were outside cursing.

Additional comments from this group included:

- Police show up late to school fights and then tell people to go home or pepper spray everyone.
- Police act more hostile because it’s a violent area.
- “The police will be on the corner but there is still a lot of crime going on in that area”
- Response time is based on the location of the incident
- “What’s up” with the precinct that covers Columbia and South Orange Avenue?

- The West Ward response time is “terrible”
- “There was a shooting in the South Ward. The police were in the area; but, still didn’t immediately respond.”
- “The police aren’t doing anything. Even when they see known criminals”
- “The police are afraid”
- “The police are not from the area”
- “There is not enough focus on the officers’ mental condition”
- Officers must control their emotions

One teen reported a positive experience of having an officer provide transportation to the hospital.

Suggestions for Positive Youth Engagement

This group of teens report so much police contact that there is little wonder that they have provided information for a list of police Dos and Don’ts. Participants in this session believed that members of the NPD need to be from urban areas. Their suggestions for the NPD include:

DO

- “Treat people like people”
- “Say hello”
- “Stop threatening people with deportation”
- “Respond faster”
- “Be more proactive than reactive”
- Have police volunteer at giveaways

DON’T

- “Just worry about [your] own personal safety”
- “Forget you are not above the law—you have to follow the law too”
- Assume a person’s immigration status
- Pull out a gun before thinking
- “Take advantage of the power that [you] have”
- “Police sagging pants”
- “Bother me because [you] are bored”
- “Stop my brother for no reason and ask ‘What are you doing?’”
- “Make me feel like I’m being harassed”

- Act like this is “my job”—“it’s more than a job”
- “Just hand out guns and badges”

In general, this group agreed that police should live in the community; that the NPD should host workshops where youth are invited into the precinct; and, have internships for youth. They felt that police should “be in the community more,” because “it is all about the community.” Suggestions included cookouts, playing with kids, and annual, seasonal or twice-a-year events. Suggestions for the timing of these events included the “back to school” period and holidays.

One female resident of the North Ward said “it’s very bad there” and “the police should come check around more.” Another thought that the qualifications for becoming a NPD officer needs to be changed. She suggested that good qualifications would require officers to major in psychology and undergo training to “understand social signals” better. Another female member of the group would like to see police officers or male security guards in schools. She says her request is based on the fact that there was a man shooting outside her school and the police took a long time to respond.

Similar to other groups, members of this group called for mutual respect and someone stated that: “Police have to have consequences for their bad behavior.”

e. Serious Delinquents: August 19, 2018

There were nine participants in this session. They ranged in age from 16 to 23. Three staff members were also present. The participants reported residing in the West, South and Central Wards. The youth who participated in this session had a history of justice system involvement—with charges including car theft, carjacking, armed robbery, gun possession, drug and drug paraphernalia possession, domestic violence, shootings, “gang participation” and violations of probation. There was only one female in the group and all participants were people of color. The majority of the group has spent some time incarcerated. The session lasted approximately 80 minutes.

Police Experience

This was another group with considerable contact with the police. Though most of it was for enforcement purposes, one participant reported that the police helped him and his friends when they were asleep in their car. The police took them and the car home and no arrests were made or summonses issued.

In this group, the discussion was dominated by a participant that I have given the pseudonym, Ben. Ben began the session by saying that when he sees the NPD, he experiences fear. He walks away. He wants to mind his business. But, he feels “they [the police] do anything they can to lock up Black people.” He went on to say that the “majority of the time the police will hop out in front of your house” and tell you to “lift your shirt up” to “see if you have a gun.” He also said that if he is riding a bike, “they ask to see a permit”.

While as a group there was an acknowledgement that “not all officers are the same,” Ben recounted many stories and expressed many sentiments that were negative about the police. Ben said “it’s all about respect”. He said that where he is from, when the police are aggressive “we fight back”. He said the police “be slamming folks on their face” and threatening them with guns. Ben made a point of noting that he has a gun too. He said that “they [the police] are like a gang.” When there is an encounter, “they call for backup”. According to one youth, “[t]hey be ‘wilding’ on Black people.”

Ben noted further that police run stop signs, which is dangerous, because people in the community have families too. He stated, “you shouldn’t have police contact if you aren’t doing anything wrong. He seemed annoyed because he was told by police that, “you can’t be around here (18th Street) unless you live around here.” He said, “they try to lock you up if you don’t leave”. He said that one person was told, by the police, that he was going to be charged with “everything on the block”.

Ben reported that he was threatened for recording the police. He said that the police once came from 18th Street to Hawthorne Avenue just to shut down a party that he was at. He was annoyed and stated: “We just want to live and party too.” He said the police should not abuse their authority—citing, as an example, officers “asking do you have something in your bag while they are going through it.” He reported that a rookie cop “broke weed up in front of” him and “bagged it up” then went through his (Ben’s) phone. He reported that, on one occasion, he was held for six hours and that an officer went into his house, walked around inside, and then asked if his parents were home. He said he was taken back home in a patrol car after being missing (but with the police) for nine hours; while no one knew. He says that at some point he was taken inside Weequahic Park and was questioned about shootings in the area.

On another occasion, a rookie officer locked him up for spitting on the ground. He said the officer thought that it was disrespectful. The officer followed him down the street and tried to take him into custody, but he ran. He says he ended up spending a week in county jail for loitering, indecent exposure and criminal mischief. On another occasion he says that an officer threatened to lodge lots of charges against him if he did not give the officer the keys to the Jeep that he stole.

One of the young men in the group said that he takes everything to trial. He wants to “test their bluff” “to see if they really have something on me”. Another says that the police harass his friends and relatives when they (the police) are looking for him. He says the police believe he is in the EBB gang. He says the police have “hopped out” on him and his cousin who was locked up before. The cousin was driven around and asked to “tell on people”.

Another participant said that he avoids the police; but, they follow him and ask do you have “a gun on you today”. He said if you get in a confrontation with an officer, “they come back with a whole squad”. A member of the group stated that, “Black officers are ‘more aggressive’” and “White officers come out in their vests.” It was reported that the 5th precinct has mostly Black officers.

Another participant in this group talked about being locked up for a shooting; but, reports that he was “nowhere near” the incident. He said he automatically put his hands up when the “crown vic” pulled up. And, that he was taken to the “old Chicken Shack on Bergen” where he was interrogated and photographed. He said he was in the Youth House for two months and then released on house arrest.

Ben talked about an incident from about two years ago where 2 youth were killed by the police. He said they were 17 and 18 and had been committing robberies. According to Ben, the pair robbed a police officer’s wife. He said the police officer and some of his colleagues shot and killed the two t teens.

Similarly, he reported that an acquaintance was in a car “without papers.” He says the police followed, and fatally shot into the car. He thinks that the acquaintance was believed to be someone who had previously shot at an officer.

Ben also complained that when he has his book bag on after school, the police go into his bag without requesting permission. He says that the police say derogatory things like, “You were a bitch in the Youth House.” He also

complained that police turn off the body worn camera before approaching the youth. Then turn it back on just before the arrest. Consequently, he says, he keeps videos on his phone.

He said in his neighborhood, “these folks pull out their phones.” He reported that during an incident, the police “stole” his phone and asked if he had a gun. He said the officer refused to give the phone back stating “this is evidence now.” He said he suspects that the police are monitoring his social media pages because he sees a message about an “unknown device” accessing the page.

The group reported feeling like the police act aggressively in their neighborhoods out of fear and lack of caring. One participant reported that the police put a gun to his head when he was stopped in a stolen car, after a high-speed chase. Another member of the group also reported having a gun pulled on him, by the police, when he was in a stolen car, “running to avoid being caught”. He said that when the police approached, he asked why; and, the police responded: “What’s going on? Why are you outside?” The participant may have been on probation at the time.

Ben says that he watched a young male get searched “five times” in his driveway; and, that when he reached down to pull up his pants, the officers said he was “reaching” (for a gun). No gun was found, only a “dime bag and \$300.” Ben seemed to admit that he likes smoking marijuana in his driveway. But, says if he is outside “chilling”, when four or more people are together, the police will come.

Another participant recounted an incident when he was walking in a group “wearing dark colors” and the police followed them “into the projects”. He said that the situation didn’t make him feel safe. Especially when the officer (who was in plainclothes) asked, “Do you know where I can get a gun?”

There was a theme of feeling pressured by the police to give information about others. A participant reported that when his brother escaped, the police “harassed” him (the participant) for information about the brother’s whereabouts.

This group complained a lot about actual or perceived police misconduct during encounters; and, Ben bragged about having this misconduct on video.

Additional comments from this group included:

- “If they want us to follow the rules, they have to follow the rules”

- “Stop harassing witnesses”
- “Stop threatening youth offenders with 60 years of imprisonment”
- “Why do the males always get locked up in DV cases?”
- There needs to be “more accountability around report writing on (documenting) stops”

The group also called out specific members of the NPD as being problematic.²⁹

Towards the end of the session, Ben said, “I am tired of talking... Probably nothing is going to change.” Some of the other youth also expressed the sentiment that there is “nothing they can do.”

Suggestions for Positive Youth Engagement

Some police Dos and Don'ts from this group included:

DO

- “Go by the rules”
- Search “right”
- Speak “right” (“Don't say ‘what's popping’. Say ‘how are you doing sir’”)
- Be more polite and courteous
- Speak to youth with more respect—like a person, instead of an object
- Stop using lights and sirens to get through red lights and stop signs
- Provide more public service
- Do more things that let the public know [the police] care about community members
- Train officers to engage the public while patrolling (“officers say they aren't trained to do that”)
- Handle DV cases “better”
- Provide better training for DV cases
- Put a “harder” safety lock on the holster (“It's too easy for the officer to just pull it [the gun] out”)
- Follow the BWC policy

²⁹ This report will not identify those officers to protect their anonymity. However, the list of officers was provided to NPD.

DON'T

- Fabricate cases when there is no evidence
- Intimidate witnesses into giving evidence
- Just suspect the male in DV cases
- Treat males as if they are the suspect instead of the complainant when males call the police.
- “Hop out” and “get in people’s faces” saying “Do something” or asking “What you want to do”
- Racially Profile
- “Blitz” houses during raids and while executing warrants

My recommendation is that, if the young people are willing to make them available and the department is willing to accept them, some of these private videos might be used for training purposes. They might be a powerful graphic for illustrating and enforcing the recommended Dos and Don'ts.³⁰

f. Elementary and Middle School Students: August 26, 2018

Three sessions were held with elementary school students. A total of 39 students were involved and 6 faculty or staff. The sessions were divided by grade—third, fourth and fifth. A fourth session was held with middle-school/junior high school students. The sessions were all held at a community-based organization in the Central Ward.

Session 1 (Third Graders)

Twenty youth were present for this session. They were mostly eight and nine years old. They were all children of color. The session lasted for one hour.

Police Experience

In response to an opening question “How do you feel when you see the police in your neighborhood or on your street?” one youngster said she feels fear

³⁰ To implement this recommendation, NPD would have to publically announce its willingness to view private videos that might help improve its training around youth engagement. Youth who are under age eighteen who are willing to share their videos will need to have parental/caregiver permission. All youth should receive advise from legal counsel who have viewed the tapes to address privacy and other concerns before tapes can be shared with the Department.

because; “my mom says police knock down your door.” When asked if she had ever seen the police knock down a door, she said no.

A young man said that he had been questioned by the police because he witnessed a shooting. He reported being afraid. It wasn’t clear if he was afraid of the police or afraid that the shooter might come after him or both. (I did not delve more deeply into this subject with him because of his vulnerability to harm by making him relive this potential source of trauma).

Another young man reported that one time the police came to his house because his uncle had “kicked down” his mother’s door. When asked how the police acted when they were at his house, he said that the police asked questions “nicely”. On another occasion the police came while he was playing outside and told him to “try to watch out” while he was playing.

Another youth reported hearing “a lot” of gun shots in his neighborhood. But his direct experience with police occurred when his mom was in a car accident and was arrested for lying about the accident. The young person admitted to being “a little scared at first” when the police arrived but the police were nice (despite the arrest).

One young man dramatically recounted a situation when he was at a playground with friends when there were gunshots. He said he was “paralyzed with fear” and that the police carried him home. He said he couldn’t “snap out of it.” He reported that the police did catch the shooters.

Another youth also reported hearing gunshots while at a park. The youth said that there were “lots of police” and they “asked questions about did you see anyone?” The youth added that the police went to a house and arrested a boy and his mother.

Among this group, there were many reports of shootings and car crashes.

One youngster reported seeing a man arrested and thought that the police were “mean” to the man. Similarly, another youngster reported that a man was driving “on a one way street”. The police were called because the man crashed. The police started yelling at him and asking why he was in the middle of the street.

Another youngster reported that someone was being bullied. The police were called. The police came and asked what happened, but they were “mean”.

A member of the group expressed some disappointment that her brother's bike was stolen but the girl who stole it wasn't arrested.

Another youth said the police came to her house when her and her siblings were home alone and asked questions about who they live with. She said the police left when an adult arrived.

A Latina member of the group reported that a man tried to kidnap her. Her mother saw him and began hitting him. The police arrived and yelled at the man then arrested him.

There was a sentiment among the group that the police blame them for crimes that they didn't commit.

One young female reported that the police yelled at her for breaking a window that she did not break, and would not believe her when she said she didn't do it. She said the officer apologized when it was established that she had not done it.

Another female member of the group said that she was yelled at by police for sitting in the front seat of the car. But she believes the officer confused her family with another. The officer said that he had warned them about "this" before.

A female also reported that a Black officer on a horse made a face at her and her mother, after her mother said hello. She said the face was like the officer thought they were "disgusting".

One member of the group was adamant that police "need to be nicer", "even to the guilty". That youth reported seeing the police "being mean" to a "little girl" when they were arresting her and her mother for "robbing"³¹ a jewelry store.

One female participant said the police are "not suppose to be mean to little kids". She felt that even when police are blaming kids for crimes that they did commit, the police should not be yelling and screaming and acting like bullies.

She added that the police shouldn't treat kids like "that" (yelling and screaming) "because they are not yours".

³¹It seems more likely that they were shoplifting.

Suggestions for Positive Youth Engagement

Despite their young age, this group offered a number of suggestions for engaging with young people. They primarily suggested that the police “not be mean to little kids”. The suggestion received many affirmations among the group.

The Dos and Don’ts from this group included:

DO

- “Be mean in a nice way”
- “Treat a little kid like a relative”³²
- Treat people fairly (and don’t be mean—a recurrent theme)
- Treat people how you want to be treated
- “Fire mean cops”

DON’T

- “Discriminate with treatment”
- “Treat different kinds of people with skin colors different”
- “Be racist”

One youth suggested that even if a person is guilty, “be mean in a nice way”. When I asked her how that could be done, she said, “don’t make the angry face” and “don’t talk loud.”

Another suggestion was that the police should say “tell me where ‘they’ are” instead of “tell me where that ‘criminal’ is.” This seems to be an attempt to reject criminalization of themselves and people in their community.

These youth said they were interested in sharing the following activities with police:

- Playing sports
- Playing board games
- Watching movies
- Going on a ride along
- Visiting the police station
- Learning about handcuffs

³²Presumably without yelling and screaming.

They were apparently familiar with some police stereotypes and suggested that the police could buy them doughnuts.

A bold suggestion was that they would like to visit police at their [the police] homes and share snacks.

Session 2 (Fourth Graders)

Thirteen youth were present at this session. They were 9 and 10 year olds. They were all children of color. The session lasted for 55 minutes.

Police Experience

These youngsters had a broad range of police experience, both direct and indirect, and had widely divergent attitudes toward NPD.

The first person to speak said that s/he had seen the police give people tickets for opening fire hydrants. The next youngster noted that police put people in jail for shootings. Another said that the police don't catch "them"³³ because "they" run. Another said that the police arrest people who cause accidents and "surround the neighborhood". This young person said that s/he thinks there is less crime "now" because the police do these things.

When asked how s/he feels when the police are in the neighborhood, one young person said that "they keep us safe." Another said "they keep me safe," and then went on to report that a house exploded in his/her neighborhood about two months before the listening session and people were killed. S/he appeared to credit the police with the fact that more lives were not lost. A female participant in the group who said that she "lives on a very quiet street," also reported that the police once caught a shooter in her neighborhood and that, at the time of the listening session, someone had disappeared from the area and had not been found.

Others said that when they see the police in their neighborhood they "wonder what happened". One said I feel "satisfied". Another said I feel "depressed" but "not at the police". This youngster said the "police are doing a 'good' job."

³³It wasn't clear whether the participant was talking about criminals, in general, or him/herself and peers when they break the law.

Another youngster said the police “are terrible”. She then recounted a situation that her mother told her about. She said her mother told her that once, when she called the police for an accident, the police didn’t come, but a police car rode past her. Another participant also reported that the police arrived “much later” after being called to an accident.

Like the third graders, for the fourth graders, situations involving car accidents and shootings were a common theme. Several youth had witnessed car accidents. One youth reported seeing a person run over by a car. He added that his cousins “beat up” the man who was the driver. And that, “the police came but didn’t arrest anyone.” One person reported that s/he observed the police stop a car that ran a red light.

There was also an attempted kidnapping report from this group. One of the participants reported that a 5-year-old girl was jumping rope by herself and a “tall man” grabbed her. According to this account, the police came and shot the man and the “little girl was saved”.

One female participant reported generally being afraid that the police would come to her mom’s house.³⁴

Suggestions for Positive Youth Engagement

This group had suggestions for better policing generally. They included:

- “Every call you get, go to the address immediately—no hesitation.”
- “Stop killing Black people for no reason.”
- “Pull over people who go past the stop signs.”
- “Lock up people who do drugs.”
- “Stop people from texting while driving and walking.”
- “Pay attention to your walkie talkie” and “keep an eye on the people you think are suspicious.”
- “Use ‘proper’ communication and wait for people to respond to your command.”
- Arrest people who walk on other people’s property.
- Respond to every call
- Never leave children alone
- Make better roads for people who drive

³⁴I did not delve into her reasons for holding this fear.

- Help with people in need. Examples included cancer patients and people with autism

There were two young males in this group who seemed to be obsessed with technology. They thought that the NPD should make greater use of technology. They believe that the equipment for the NPD should include walkie talkies, drones and tasers; and, that there should be a drone app where the public can report crime in real time. The pair also thought that the NPD should utilize helicopters more.

The group's thoughts about "fun" activities to engage with youth, and the broader public, included NPD hosting or co-hosting "festivals in the park" and events and parties for occasions like Halloween and Christmas.³⁵

This group was also apparently aware of some police stereotypes; and, also suggested that the police could provide free doughnuts for kids in school.

Session 3 (Fifth Graders)

This group consisted of 10-, 11- and 12-year-olds. Sixteen youth were present for the session. One member of this group was White, the others were children of color.

Police Experience

For logistical reasons, this session only lasted 35 minutes. The members of this group spent most of their time expressing their feelings about the police in combination with talking about their direct experiences.

One member of this group questioned whether the group or their parents might "get in trouble" for talking to me about the police.

Three members of this group said that they would like to be police officers when they grow up. One member reported that her father is a security guard and her uncle is a police officer. She described the police role as: "to pursue justice and stop violence." She reported that she has seen the inside of a police station and has asked police officers questions and that "they [the police] were nice." Several said they would like to do a ride along.

³⁵NPD might consider hosting other substantive events. During the post-Ferguson unrest, the San Diego Police Department co-sponsored a Martin Luther King Day march.

The role of the NPD was described as, “to help and stuff” and to “capture bad people” and “to take them to jail, to earn their punishment.” Someone stated that, “being a police is a real good job” and reiterated that the policing job is “to capture the bad people”.

A youth in this group noted that, “Some police don’t care”. “They don’t find the perpetrators”: and, “They say they’ll get back to you but they don’t, or it takes a long time.” Another participant said that she is “in the middle” about how she feels about the police. She thinks the police will act differently when: “they may know the person who is getting locked up.”

A participant reported that once when s/he heard a gunshot, “only two police came” and there was “no investigation”. There was another complaint that “they [the police] don’t come on time or follow-up”. Another participant reported feeling like “they [the police] kinda are for justice”; and, that, “they curse a lot”. A participant also reported an incident of being behind a SWAT vehicle coming from a movie with his or her family. The youth reported that the police “jumped out on a boy” and “somebody screamed”.

Three members of this group reported being “afraid” when they see the police in their neighborhood because that signifies that something “really bad” has happened and they are “afraid of what’s happening.” More than one youth reported having had experiences “that they are not allowed to tell” about. In keeping with their privacy and the protection of human subjects, I did not delve further into these statements.

A youth reported being in the car with his/her father during a police stop. S/he reported that s/he was driven home along with his/her “little brother”; but, the father “sat in jail for a day for no license.” Another participant reported that there was a shooting “by my block. I was in the classroom. The police told me to duck.” A participant also reported that s/he was at a park where there was shooting; and, the police shot and killed a girl. S/he said it was Jesse Allen Park last year.

One of these fifth graders reported that “police pull out their guns and say ‘put your hands up’.” There was not an opportunity to explore whether this youngster had actually had this experience and, if so, under what circumstances.

Suggestions for Positive Youth Engagement

Like the fourth graders, this group had suggestions for improved policing generally and specifics for positive youth engagement. They want officers to “do your job”. When asked what that job is, they said, “save people” and “put bad people in jail.” The list of dos and don’ts that came from their suggestions include:

DO

- “Be aware of what you are doing”
- “Look out for your surroundings”
- Catch criminals
- Protect ‘selves’ and others
- Turn off sirens
- Be there when the people need you
- “Be sure of what you are doing”
- Pay attention
- “Investigate first, instead of assuming young people did something wrong because of skin color”
- “Ask witnesses who they think were part of the crime”
- “Make a commercial for teachers and principals”
- Go to the schools between 1pm and 6pm
- Bring youth to the police department to explore and talk into the walkie talkie
- Come to the school and have snacks with the kids

DON’T

- Assume skin color is the same as ‘your [a young person’s] background”
- Arrest Black people for no reason (as seen on the news)

These young people would like to have a party with NPD to celebrate those occasions when the NPD does what the community thinks they are “suppose” to do. This suggestion is far more complicated than these youngsters realize, given the multiple “communities” that exist within various neighborhoods.³⁶

³⁶See for example, Elijah Anderson’s *Code of the Street*, 1999.

This groups' broad dictate for the NPD is to "save the world and make it a better place." They also associated policing with coffee and doughnuts.

Session 4 (6th-8th Graders)

This session lasted sixty-five minutes. It included 18 participants. The majority of participants were youth of color. There was one participant who was White. Some were from immigrant backgrounds with English as a second language (ESL). An independent translator was needed for one of the students; but, one was not available.

Police Experience

In this group, many participants reported direct police contact during a wide range of incidents, but, mostly related to loud parties, vehicle accidents and shootings. A female participant reported that a cousin's birthday party "was too loud". The police arrived and told everyone they had to leave. She said the younger kids cried and she was "sad". The party was in a public park.

A participant reported that at a party for her niece, someone reported that the music from the cars was "too loud." The police came and told them that they had to lower the music. One participant reported that tenants in his building "gave them trouble" for loud music. The police came inside their house and his family had to go to court. Another participant reported that his two older brothers had graduation parties where there were complaints that the music was too loud, and the police shut the party down around 10 pm.

In contrast, a female participant said that when her godfather was in a car accident, the police called her mother to report the accident and were "comforting". In another reported incident, a participant said that she was in Newark at about 7 pm when a drunk driver hit her mother's jeep and she [the mother] was knocked unconscious. She reported that the police came and were wondering why she [the participant] was outside the car alone. She said the police were asking "random questions" instead of asking "are you okay".

Accounts of shootings were all too common among this group, and unlike their younger counterparts, these youth were often directly involved in the shooting incidents or had peers or relatives who were directly involved. One participant reported that the track team often runs near 21 Ashton Street. Recently people

were fighting and someone got shot. The police locked down the building. Some friends were called out for questioning by the police.

A participant reported that there was a shooting near her school. The police blocked off the road. Her mother was mad because it obstructed her route to work. She said this incident occurred during March of 2018.

Another member of the group reported that there was a lockdown at his/her school in 2017. The participant reported that the shooter walked in through the playground door; and, was never caught.

A participant reported a shooting outside his/her house. Police came and bullet holes were found in the house closet. The participant reported that once the police "figured out what happened" they left. There was no follow-up. The participant reports feeling "unsafe."

The participants in the group denied having had guns pointed at them by the police but did report having seen police point guns at other community residents. One reported that his/her brother robbed a bank. A police officer pointed the gun to his head. The brother, reportedly, was the only one who got locked up. When the police arrived, the father told the brother to run.

Another youth reported that during the same week as the listening session, one of his/her friend's got off a bus and started shooting. According to the participant, the police returned fire and the friend was killed.

These participants reported that, in addition to shootings, vandalisms and robberies are high in Newark. A participant also reported that while s/he was outside one day, the police said that they were looking for a white van used in kidnapping children. The participant's family was notified by the police. The participant said that the police thanked the family for their cooperation. Another participant reported that a dead body was found in Weequahic Park and the police came to investigate. A participant also reported that her brother and cousin were breaking into houses. The brother had a gun. The police shot the cousin who did not have a gun. The family was "hurt" by this.

There were several positive police interactions reported by this group. One participant reported that her cousin went to the corner store and got caught in a shootout. She reported that the cousin was shot in the mouth, but, police came and took him to the hospital. After asking him questions, the police were able to

capture the shooter. She reported that the family was satisfied with how the case was handled and its outcome. Another participant recounted a story where the police transported a loved one to the hospital after he had been shot. A member of the group reported having had an opportunity to go to work with her godmother who is a member of NPD. And, a participant reported that when a twelve-year-old cousin ran away, after 24 hours, the police searched for the cousin and found him. The family was happy.

Suggestions for Positive Youth Engagement

A member of this group started off the session by suggesting that members of the NPD should, “Think about what you do before acting.” In their own words, the suggestion was, “less brutality, more mentality.” The list of dos and don’ts that came from this group’s suggestions included:

DO

- “Take people’s opinions”
- “Be equal, don’t racially discriminate”
- “Ask questions first—shoot later” (offered by the participant whose cousin was shot by police)
- Respond when people call you for something important
- Remember that Black lives matter
- “Do things and ask questions”
- Give commands to put weapons down before shooting

DON’T

- “Think people look dangerous because of the way they dress”
- “Be rude to the people”

This group had several suggestions for how youth and police might have fun together. They included:

- Conducting Toys-for-Tots giveaways together at Christmas
- Holding fundraisers at the station
- Going to hospitals to give money to parents who can’t afford the hospital stay;
- Playing basketball or football together
- “Dress up” and “come to school for more support”

- “Have a field day activity with the kids”
 - “Block off the neighborhood and play with kids”
 - Host a “fun day with the police”
 - Take a field trip to Washington, DC to visit veterans’ memorials and military sites
- (This suggestion was offered by a participant who would like to become a member of the military.)

Participants in this group said that they had already had the following social interactions with police:

- Police came to class to talk about “what to do if someone tries to kidnap you”.
- Some officers were (already) involved with Toys-for-Tots
- One participant said that the police specifically came to her block

Members of this group said that they would like to become part of police investigations. They want to investigate shootings with the police and to investigate racism with the police. They thought that it was important to “have civilians be a part of investigations of police shootings.” One wanted police to teach him how to be a “cop or a soldier”. The suggestions have implications for a Police Explorers Program, a Youth Advisory Board and a Civilian Complaint Review Board that includes youth members.

At the end of this session, a female student said that I made her “so happy” talking about “this” because “police get away with doing stuff that is bad” and maybe these sessions can be responsible for police “doing something different”. A staffer who heard her comment said he shared her sentiment.

Echoes from the Past

Between sessions 1 and 2, I had the opportunity to interview a member of the staff who had been with this community-based program for thirty years. She indicated that in the past both police and corrections officers were a mainstay in the building. They were a part of several programs:

- Passport to Manhood
- Worked in the game room
- Coached basketball
- Were involved with the choir

- Volunteered with homework
- Became mentors

She said that this stopped about fifteen years ago. She reported that, in her experience, “if you have police in the building, the children will see them as a friend, not just someone who comes for you when you are in trouble.”

She reported that police and corrections officers use to workout at the facility (more corrections officers than police). They would chaperone events, provide security, and act as mentors. The officers were armed, but their guns were not visible. They were under their jackets. She reported that currently, several of the students who attend the facility have parents who are police officers or corrections officers. It seems that this facility would be a central location for hosting some youth engagement events and ongoing programs.

V. NPD’s Juvenile Services Section

After reviewing the five page description of NPDs Juvenile Services Section attached to this report as **Attachment D**,³⁷ it appears that the NPD has—on paper³⁸—made some strides towards addressing some of the concerns raised by the youth, teachers, and staffers in this report—most notably the suggestions (at p. 32) that youth and families be referred to resources to help address their needs; and, that there be mechanisms for NPD to directly refer residents to needed services without “putting them through the system first.”

The NPD’s implementations of Stationhouse Adjustments, involvement with Newark Youth Court, and partnership with Family Referral Services, to varying degrees, have the potential to address concerns about matching needs to services and avoidance of formal justice processing, but, seem to be fairly limited in the types and number of juveniles who are given access to these opportunities. The same seems true of the “Officer in the Classroom” program, which is described as led by a single detective who mentors 7th grade students who are ‘hand-picked’ by a single school principal.

³⁷Dated September 26, 2018.

³⁸ It has been reported that many of the programs described in Attachment D may not be fully funded or fully implemented.

None of the programs appear to give youth a leadership or co-facilitative role in program operation and decision-making. As noted earlier, the President's Task Force on 21st Century Policing finds that this is an essential component of community engagement.

The majority of the fifteen listed programs seem to focus on youth who have already come in contact with the NPD for law violations. There seems to be little in the way of engaging with youth in preventative ways, or with younger youth who are not court involved or involved with social services.

Admittedly the program descriptions are short, and some are somewhat vague, so these descriptions undoubtedly do not convey the full essence of what is taking place among the NPD members and community residents who participate in each program. But, the description of the Newark Cares Program, for example, excludes any mention of therapeutic intervention or partnerships with therapeutic professionals—a feature that young people, the teachers and community organization staff who participated in the listening sessions, identified as essential.

The Newark Children's Cabinet Safety Subcommittee appears to be an ideal place to insert youth voices and participation. If youth are already involved with this subcommittee, their involvement needs to be elevated more in the description. As currently described, this appears to be another mechanism where adults, especially those who are justice system actors, are making decisions for and about youth, without their input.

The Cops and Kids workshops sponsored by the All Stars Project of New Jersey provide innovative approaches to youth engagement. However, the description of the program notes that 200 officers have participated so far.³⁹ The NPD website indicates that there are 990 sworn officers and a staff of up to 1900 in the Public Safety Division. Consequently, less than five to ten percent of law enforcement personnel seem to be involved with this innovation so far. The accounts of the youth who participated in the listening sessions suggest that participation in these workshops or other opportunities for positive youth engagement needs to be more pervasive, and, especially opportunities that allow for engagement that is collaborative rather than hierarchical—top down with the police at the top and youth at the bottom.

³⁹ An increase of 96 from the number reported in the February 2018 Newsletter cited in footnote 8.

Attachment D does not include specific activities that the NPD hosts or collaborates with the community to produce. Based on the listening sessions, these types of activities are desired, in addition to those that help meet communities' needs for caring and security. Striking the balance in the provision of resources to address both these sets of needs—care and safety, and, establishing mechanisms for addressing these needs simultaneously through effective, constitutional, practical, cost effective and sustainable means is perhaps the greatest challenge for the NPD under the consent decree.

VI. **Summary and Conclusions**

Newark's youth of all ages and backgrounds provide a wealth of information that can be used in the creation of positive youth engagement strategies that are both simple and complex. They are the experts in understanding and articulating what they want from the NPD in the role of "serving and protecting the community." Although they may not be fully aware of the practical, political, fiscal, legal and logistical nuances of police service, they are acutely aware of flaws they perceive in the current service delivery, and, can identify the "successes" that they would like to see replicated in order to implement organization-wide changes that they would like to see implemented.

They are divided over the extent to which they and their parents are willing to engage with police to make things "better", but, those who are willing, have constructed important potential solutions based on their own "lived experiences". They expect that the NPD and Newark government will be receptive to their input, but, some are skeptical about whether change is truly possible or will occur. It is problematic that young people are fearful that talking about their police experiences and their ideas for better policing might lead to retaliation against themselves or the parents.

The youth want to be engaged around their safety needs, but also want to be treated respectfully and with a genuine sense of caring. They want to be involved with the decision-making related to positive youth engagement; and, those who have significant law enforcement contact, are very keen on being treated fairly and within the dictates of the constitution.

They recognize that not all members of the NPD engage in constitutionally and legally flawed behavior, but, would like to see more disciplinary action taken against those who do, and, more rewards for those who don't. They desperately would like to see more police who are from the City, because they believe that

those officers will be less afraid of them and more understanding of the challenges that they face in the effort to remain or become law-abiding.

They want police who will recognize their individuality and who won't stereotype them as "criminal" based on their appearance—their age, race, ethnicity, English proficiency, gender, style of dress, perceived immigration status, hairstyle, gender presentation or sexual orientation, or their behavior in the past.

They recognize that some of them live in really crime-challenged neighborhoods, but, many would like to see the police as friends not enemies, and, see the way for this to happen is through the police engaging with them under circumstances that do not involve surveillance and enforcement.

A primary theme among these young people is that they want the police to communicate with them in a different way—a way that recognizes their humanity and personhood, and that has some non-derogatory recognition of their youth and immaturity.

VII. Recommendations

In my opinion, the youth who participated in these listening sessions did a more than adequate job of speaking for themselves. Their personhood and both their emotional and intellectual quotients are manifested in their comments and suggestions. The challenge for the NPD is to respond in ways that value these young peoples' contributions, and incorporate those that are feasible into NPD practice. The assessment of what is feasible needs to be monitored and evaluated.

- 1) An NPD coordinator for youth engagement or someone within the Division who is responsible for youth engagement should read this report and assess the feasibility of incorporating the ideas and practices that the youth have suggested. The assessment should include an investigation of how closely the ideas comport with existing and past NPD youth engagement practices, and, an examination of the forces for and against successful implementation.
- 2) Within the immediate future, the NPD should convene meetings with parents in the City to discuss the NPD's desire to increase police presence in schools beyond law enforcement purposes—that is, in order to engage with the youth in supportive ways and to learn about their special needs and concerns. During these meetings, the NPD, via its youth coordinator or other personnel,

- can review the findings of this report with the audience, and announce its intent to hold community forums addressing these results.
- 3) The NPD should plan a community forum or series of forums that are youth-led, where youth “leaders” present, and discuss the ideas in this report and the community’s concerns related to youth, including and beyond those addressed in this report.
 - 4) The NPD should make plans to incorporate youth members into existing subcommittees whose substantive work directly concerns youth engagement, or, create a subcommittee that has this focus and includes youth.
 - 5) The NPD should modify or create training that specifically addresses police communication with youth and the general public.
 - 6) The NPD should modify or create anti-bias training that addresses “appearance profiling”, with specific attention to hair styles—specifically dreadlocks—and other indicators that police may be using as “evidence” of criminality.
 - 7) The NPD should adopt the recommendation from the LGBTQI listening sessions that training be held in spaces where the staff are LGBTQI supporting, that LGBTQI trainers be LGBTQI officers and civilians, and, that they have a role in creating the training curriculum.
 - 8) The NPD should work at the precinct or neighborhood level to learn from residents and their children and young adults, ways in which the NPD can work to meet their needs and expectations. Ideas from school drop outs, immigrant youth and residents of public housing are under-represented in these findings. These youth should be given priority in future sessions conducted by the NPD.
 - 9) The NPD should explore or better publicize programs that it offers or can offer that allow youth to come in and work with the police; e.g. Police Explorers, internships, youth councils or advisory boards, PAL, etc.
 - 10) Develop a mechanism for consistently soliciting and aiming to incorporate youth input — give youth a platform for consistently and formally informing the NPD of their ideas and concerns.

Acknowledgements

I would like to thank all of the youth who took the time to participate in the listening sessions and for sharing their experiences and wisdom, even though it was sometimes painful. Thanks go out to the teachers, staff and community coordinators who provided access to the youth and space in which to conduct the sessions. Thank you to members of the monitoring team who brokered many of the connections to the organizations who hosted the groups. A special thank you to Retha Onitiri and the NJISJ Youth Council and the staff of the All Stars Project of New Jersey, for organizing the groups and coordinating the logistics of the sessions and to Andrea McChristian and Brooke Lewis of NJISJ for preparing the executive summary of this Report included in the Independent Monitor's Ninth Quarterly Report. To the organizations whose names have been withheld, for privacy and human subjects' protection, much appreciation for allowing me to reach your "hard to reach" clients and for your invaluable input to this conversation. Thank you to Jim Horton of the All Stars Project of New Jersey for **Attachment A**; to Captain Brian O'Hara of the NPD for **Attachments B and D**; and to the NJISJ Youth Council for **Attachment C**. An extra special thank you to Dr. Janice Johnson-Dias for trusting me with your circle of 'magical' girls, as the introduction to this data collection effort. Thank you to Christopher Wilds, Michael Buchanan and the Independent Monitor, Peter Harvey, of Patterson Belknap Webb & Tyler LLP for entrusting me with this important task.

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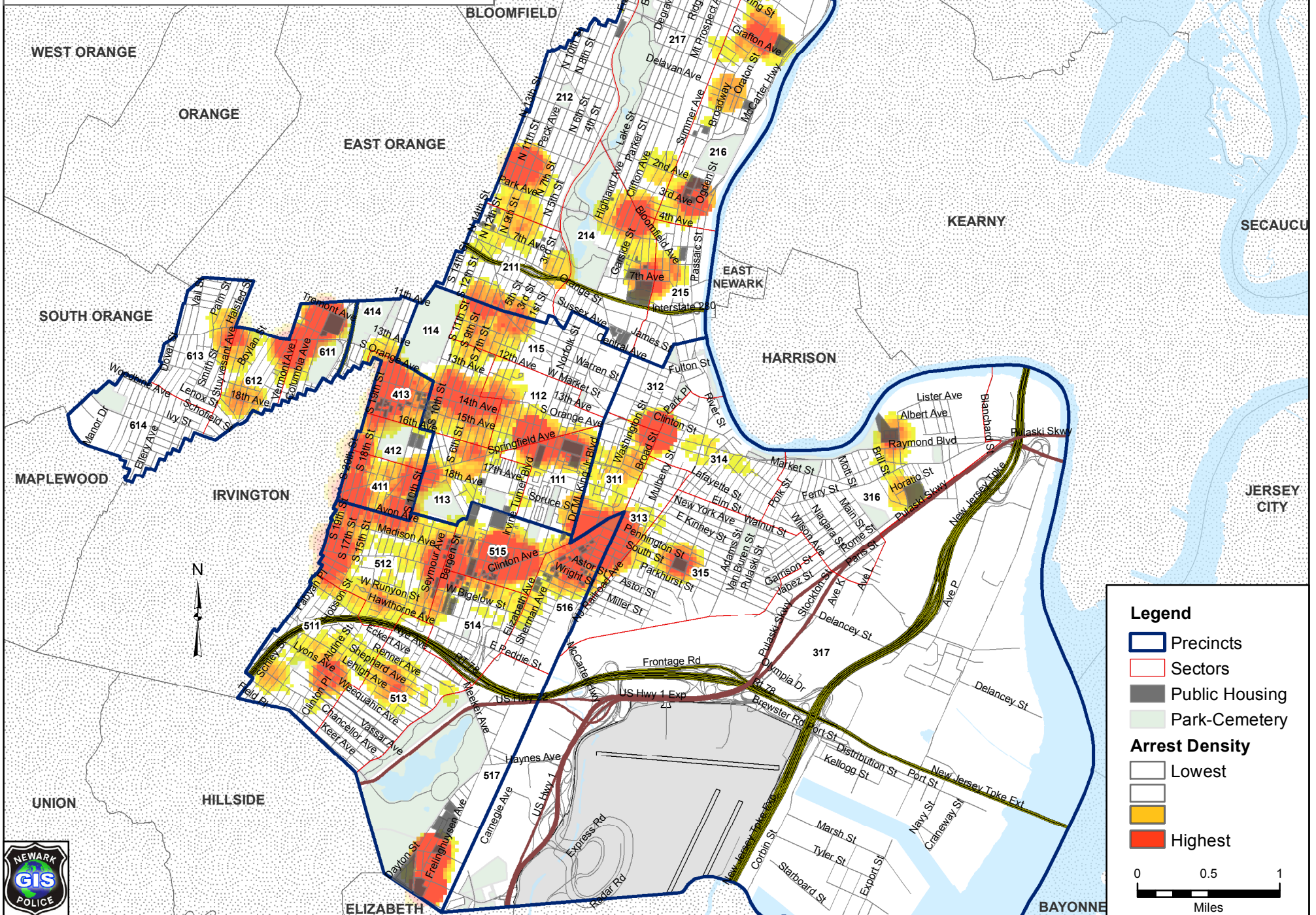
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ATTACHMENT A



ATTACHMENT B

Arrest/Charge Density August 1, 2017 to July 31, 2018



Legend

- Precincts
- Sectors
- Public Housing
- Park-Cemetery

Arrest Density

- Lowest
-
-
- Highest

0 0.5 1
Miles

ATTACHMENT C

Newark Curfew

Questions:

- How were the rules/penalties determined?
 - Was there a discussion?
 - What exactly was discussed?
 - Who was involved in this discussion?
 - Were youth involved?
 - Were community members involved? Or people that are familiar with Newark community?
 - Were you (Dr. Delores Brown) involved in this conversation?
- Policy states that the second offense will be kept on file for 6 months
 - What does that actually mean?
 - We thought this was only a summer curfew?
 - How does that effect youth if they have a different interaction with police?
 - Can other cops see this?
 - Does it stay on the youth's record?
 - How long?
- What are you doing now that the curfew is in place?
 - Is this the plan for next summer as well?
 - Is there discussion about offering/developing actual resources as alternatives?

Recommendations:

- Use a different word besides "PENALTIES"
- Create and provide funding for community resources
 - Shelters
 - Community activities
 - Community centers
- Make access to these resources easier
 - More funding
 - No waiting list
- Use positive consequences
 - Community service
 - Take the youth home/Do they need shelter?
 - Engage in conversation with the youth to uncover the "why" of their behavior
- Utilize us as a Youth Council as advisors
 - We have an inside perspective

Our main issues with this policy:

- It funnels the youth into the juvenile justice system (studies shown that when youth are exposed to the system they are more likely to keep getting involved)
- This policy targets at risk youth
- This policy is not helping our youth
- This policy does not provide any positive outcomes
- If fined, youth will engage in negative risky behaviors in order to pay for the fine

Recommendations for Police officers in Newark

- Police should be knowledgeable about community resources
- Police should either be from the community or be knowledgeable and have specialized training on the area they are serving and the demographic in the area
- Police officers need to use individually focused strategies
 - Every youth is not the same
 - Different approaches in order to make a connection and determine if there is a need
- Polices officers should be able to refer youth and families to resources
- Have community members and youth engage in the highering process of Police Officers

ATTACHMENT D

TO: Brian O’Hara, Commander DATE: SEPTEMBER 26, 2018
Consent Decree and Planning Division
FROM: Elvis Perez, Police Lieutenant
Juvenile Services Section
SUBJECT: JUVENILE SERVICES SECTION

Sir:

School Resource Officers

In addition to personnel assigned to the Juvenile Services Section, six (6) school resource officers also now have a function with this office. Although assigned to a precinct command, instruction is provided by this office. With over 140 schools, district and charter, the school resource officers primarily handle majority of school related incidents. With the opening of the seventh Precinct, an additional school resource officer will be assigned accordingly.

Serious incidents such as robberies, sexual assault and weapon possession are included. These matters are documented and referred accordingly throughout the appropriate investigative section. However, school resource officers are usually the first contact.

Implementation of Stationhouse Adjustments – Promotion and Practice **General Order 04-16**

A stationhouse adjustment is an alternative method that law enforcement agencies may use to handle first-time juvenile offenders who have committed minor juvenile delinquency offenses within their jurisdiction. The intent of the stationhouse adjustment program is to provide for immediate consequences, such as community service or restitution and a prompt and convenient resolution for the victim, while at the same time benefitting the juvenile by avoiding the stigma of a formal juvenile delinquency record. In many instances, this early intervention will deter the youth from continuing their negative behavior and divert the youth from progressing further into the juvenile justice system.

In 2017, the juvenile Services Section completed 65 Station House Adjustments. This means 65 juveniles were not arrested and avoided the stigma of being arrested for minor offenses. In 2018 Year to Date 45 Station House Adjustments have been completed. The juvenile Services section also promotes Station House Adjustments when warranted through training and promoting throughout the department.

Newark Youth Court

In 2018, we developed a strong partnership with Newark Youth Court. The Newark Youth works with Newark Schools, Truancy Court and Police officers. We utilize Youth Court predominantly during Station House Adjustments. Young people are referred based on disorderly conduct and low-level behavior while the court refers truancy cases. Youth Court staff members speak to each young person and parents to explain program for a youth court hearing.

SIGNATURE: _____ SIGNATURE: Elvis Perez, _____
SUPERIOR RECEIVING REPORT

DATE: _____ RANK: Lieutenant _____

TO: Brian O’Hara, Commander DATE: SEPTEMBER 26, 2018
Consent Decree and Planning Division

FROM: Elvis Perez, Police Lieutenant
Juvenile Services Section

SUBJECT: JUVENILE SERVICES SECTION

Anti-Bullying Training / HIB Policy – Harassment Intimidation Bullying

In 2018, Juvenile Services personnel were required to attend HIB training and workshops. The HIB program is the State Policy that handles bullying in the Newark Schools. Bullying is considered a form of Harassment. Cyber Bullying is perhaps the most dangerous of all bullying because of its ability to transcend across social media. Its impact and message can be impacting and harmful.

The HIB program has over sixty specialists in Newark that can be utilized to respond and assist with bullying incidents not limited to cyber bullying. Each school has a HIB specialist assigned to them. In addition, we have six (6) school resource officers and six detectives assigned to the Juvenile Services Section to handle these types of assignments. In addition, we also have juvenile referrals forms that any Newark Police Department Police officer can completed and forward to this office for follow up and further investigation if warranted.

C.O.P.Y. (Call-Out Program for Youth) – Partnership with Rutgers University

The Juvenile Services Section collaborates with Rutgers University to link **first time** offending youth to developmentally salient family, social, educational, and vocational services. Initially the program catered to first time offenders. Since that time weapons possessions and chronic receiving stolen property offenders are considered. **Doctor Paul Boxer, Rutgers university is director, founder and coordinator of this program.** **C.O.P.Y** was started in 2015. Since that time, various first time offenders involved in a serious crime have been referred to the **C.O.P.Y** program. A **C.O.P.Y** referral was made when a guardian /parent agreed to complete a waiver that would allow Rutgers to contact them and provide further information on their program.

The C.O.P.Y program and the multiple services provided by Rutgers have showed us over time that there certainly are cohorts of youth under court supervision who need to be connected to services; and there are service providers in need of appropriate referral streams. C.O.P.Y encourages an open discussion of how we can best facilitate these "matches," as well as any other issues relevant to reducing and preventing youth violence and delinquency.

The Youth Workforce Opportunity Initiative

The Youth Workforce Opportunity Initiative enrolls youth between the ages of 14 to 21 that have been involved in the Juvenile Justice System and reside in Essex, Hudson, and Union Counties. The program is voluntary and seeks to assist youth in workforce development, high school graduation, as well as provides one on one mentoring. Big Brothers Big Sisters ask for the youth to commit to one full year of mentoring and programming as part of the Youth Workforce Opportunity Initiative.

SIGNATURE: _____ SIGNATURE: Elvis Perez, _____
SUPERIOR RECEIVING REPORT

DATE: _____ RANK: Lieutenant _____
DPI 1001 OS2270POLICE

TO: Brian O’Hara, Commander DATE: SEPTEMBER 26, 2018
Consent Decree and Planning Division

FROM: Elvis Perez, Police Lieutenant
Juvenile Services Section

SUBJECT: JUVENILE SERVICES SECTION

Newark Children’s Cabinet Safety Subcommittee

Includes representatives from Newark Police Division, the Mayor’s Newark Children’s Cabinet, Newark Board of Education, DEA Hidta, Rutgers Department of Criminal Justice, NJ Transit, Essex County Probation Department, and various community service organizations. The Safety Subcommittee meets every last Tuesday of the month. The Goal of this subcommittee is to identify 2-3 key strategies that can be collectively employed to increase school community and police relationships. As well, raise awareness of public safety efforts, and increase safety inside and around the schools. The following key strategies have been identified:

- Streamline the process for officers alerting the schools about traumatic incidents involving students through the implantation of “Handle with Care”.
- Plan community and police engagement efforts in the school (i.e. listening tour, feedback forums etc.)
- Align district and city safe passageway strategies and create cohesive, streamline system. Safe passageways provide safety for a person in trouble. Provides a juvenile with a safe route.

Officer in the Classroom

This pilot program, beginning at Speedway Academy, is designed to foster positive relationships between members of the Newark Police Division and the Newark student community. Detective Sequoya Martin from the Police Division’s Juvenile Services Section is assigned to mentor a group of 7th grade students selected by the school’s principal. Detective Martin has met with students for approximately two hours on Thursdays to discuss topics mutually agreed upon by the school principal, a designated school staff member, the students and/or the detective. The topics will include current events or other topics or matters of interest.

Home Visits - Weekly Electric Monitoring / GPS Monitoring

Personnel assigned to the Juvenile Services Section also provide a list of individuals who are on Electric Monitoring and/or GPS Monitoring Alternative Detention Program. Electronic Monitoring is widely known to law enforcement as an ankle bracelet. A more appropriate definition is community supervision through wireless equipment (Ankle Bracelet). Juveniles sometimes violate their sanctions. A condition of the sanctions is for the juvenile to cooperate and participate in the program. However, too often, they do not and there is no follow up. A judge will then issue a warrant for a probation violation. Juvenile Services personnel are provided this information for Home Visit Wellness Checks where the intent is to meet with the parent or guardian and discuss programs. If a juvenile violates the agreement then parents and juvenile are encouraged to turn themselves in.

SIGNATURE: _____ SIGNATURE: Elvis Perez, _____
SUPERIOR RECEIVING REPORT

DATE: _____ RANK: Lieutenant _____
DPI 1001 OS2270POLICE

TO: Brian O'Hara, Commander DATE: SEPTEMBER 26, 2018
Consent Decree and Planning Division

FROM: Elvis Perez, Police Lieutenant
Juvenile Services Section

SUBJECT: JUVENILE SERVICES SECTION

Family Referral Services

Personnel assigned to the Juvenile Services Section, assist families and juveniles with non-police related matters. By referring troubled or at-risk juveniles and families to the appropriate social service programs. Listed below are some of the organizations and programs the Juvenile Services Section works closely with.

Essex County Juvenile Day Report Center

Juvenile services personnel work closely with the Essex County Day Reporting Center, or DRCs, are non-residential treatment facilities designed to provide services and supervision to a variety of offender groups. The programming consists of regular drug testing and daily treatment sessions and is divided into three Phases. The first phase involves orientation sessions and assessments that are intended to be used to create a treatment plan, while the second phase includes treatment based on the plan. Individuals are considered to be in the third phase of the program when they gain employment or attend an approved educational or vocational training program; this phase also involves the creation of a relapse prevention plan. Each DRC provided the following services, at a minimum: assessment and case management, life skills training, job skills development, employment counseling and placement, substance abuse counseling that is typically provided by external service providers, academic assistance, referrals to mental health counseling, parenting skills, stress and anger reduction, money management, and health-focused sessions. The standard programming length is 90 days

Essex County Juvenile Evening Reporting Center- Newark

Much like the Day reporting Center, this program involves juveniles who have been placed on an electronic monitoring program. Usually a higher impact juvenile offender. They are picked up and activities are scheduled and involve community service as well as sporting activities like boxing. Juvenile services personnel prepare random visits and engage with the juveniles in a positive non-threatening manner to follow up on progress and transition.

Newark Cares Program

The Newark Police Division has collaborated with the DEA, the Newark Board Education, to implement the Newark Cares program. The Newark Cares program is a tool for school personnel to assist with mitigating negative affects experienced by children exposed to trauma. School Resource Officers coordinates with the Newark Board of Education security to ensure the Newark Cares notice is forwarded to the proper authority at the respective school.

SIGNATURE: _____ SIGNATURE: Elvis Perez, _____
SUPERIOR RECEIVING REPORT

DATE: _____ RANK: Lieutenant _____
DPI 1001 OS2270POLICE

TO: Brian O'Hara, Commander DATE: SEPTEMBER 26, 2018
Consent Decree and Planning Division

FROM: Elvis Perez, Police Lieutenant
Juvenile Services Section

SUBJECT: JUVENILE SERVICES SECTION

Cops and Kids Workshops

All Stars project -Operation Cops and kids is the All Stars projects award –winning police community relations program designed to foster positive interactions between the police and young people from poor communities. Through a series of workshops and theatrical productions that use performance, improvisation and conversation. Over 200 Newark Police officers have participated thus far.

Youth Advocate Program Inc.

Youth Advocate is a nationally recognized nonprofit organization committed to providing cost-effective, community based alternatives to institutional placement. Youth Advocate specializes in serving the most high and complex need children, youth and families by providing intensive, unconditional support.

New Jersey Youth Challenge Academy

The Mission of the New Jersey Youth Challenge Academy is to provide highly disciplined environment fostering academics, leadership development, physical training and personal growth to educate and train unemployed youth who have ceased to attend high school. Detectives assist through the application process and recruit interested candidates through engagement in school events or through community contact.

SIGNATURE: _____ SIGNATURE: Elvis Perez, _____
SUPERIOR RECEIVING REPORT

DATE: _____ RANK: Lieutenant _____

Appendix F

City of Newark Consent Decree Community Assessment
Second Assessment of the Newark Police Division

July 2019

Rutgers University Center on Policing
Rutgers Institute for Secure Communities

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Methodology

The Consent Decree aims to reform the Newark Police Division (NPD) so its policing services “delivered to the people of Newark fully comply with the Constitution and the laws of the United States, promote public and officer safety, and increase the public confidence in the Newark Department of Public Safety and the Newark Police Division. . . and it’s officers.”¹ Paragraphs 22 and 23 of the Consent Decree require a representative survey of the Newark Police Division (among other stakeholder groups) be completed.

This report details the experiences, attitudes, and perceptions of NPD officers, and differences over time, by analyzing the results of a department-wide survey of NPD officers (see Appendix A for a detailed description of the design and administration of this survey). It follows and largely replicates the methodology of the survey of NPD officers conducted by Dr. Todd Clear and the Rutgers University School of Criminal Justice reported in January 2017.

The survey (see Appendix B) was divided into four sections: 1) personal and professional background; 2) job satisfaction; 3) community policing, police legitimacy, and procedural justice; and 4) police-community relations. Background items presented in Section 1 were designed to be forced choice and rank-order responses. Items in Sections 2 through 4 were posed as statements with participants answering on a six-point Likert scale.

- 1 = Strongly Disagree
- 2 = Moderately Disagree
- 3 = Slightly Disagree
- 4 = Slightly Agree
- 5 = Moderately Agree
- 6 = Strongly Agree

A total of 493 NPD officers completed this survey. The present analysis focuses on the attitudes and opinions of these officers, and compares these findings to the results of the 2017 analysis.

Identifying Themes

The first step in the 2017 analysis was to identify themes related to police-community relations that were captured in the instrument. To identify themes, the researchers performed a series of factor analyses. Factor analysis is a commonly used strategy for reducing a large number of items in a survey into a series of “factors” that are conceptually related and mathematically consistent. Each item that goes into a factor represents a dimension of a larger abstract concept, or theme.² The analyses identified seven coherent factors that each reflect themes of interest to the consent decree.³ These themes include: 1) department leadership; 2) within department bias; 3) policing bias; 4) fear of criticism; 5) community support; 6) media scrutiny, and 7) filmed encounters.

Researchers then created a summary score for each of these factors by adding together the individual items and dividing by the number of items making up each theme. This conversion yields an average response on the original six-point Likert scale. Descriptions of each of these themes are provided in Table 1, along with the number of survey items represented in each construct.

¹ *United States of America v. City of Newark (2016)*. Consent Decree, No. 2:16-cv-01731-MCA-MAH.

² Frankfort-Nachmias, Chava & David Nachmias (2008). *Research Methods in the Social Sciences* (7th ed.). New York, NY: Worth Publishers.

³ Each factor consisted of at least three questions with an Eigenvalue of at least 1 and factor loadings greater than 0.60.

Table 1: Descriptions of Themes

<i>Theme</i>	<i>Description</i>	<i># of Items</i>
Department Leadership	Represents officers' trust in the department, the clarity of departmental rules, and belief that the department is heading in a positive direction working with the community	8
Within Department Bias	Assesses the extent to which officers believe NPD command staff treats all of its employees the same regardless of race, ethnicity, gender, and sexual orientation	4
Policing Bias	Assesses the extent to which respondents believe police officers in Newark are less respectful or use more force against citizens who are non-white, do not speak English, or are gay, lesbian, bisexual, or transgender	6
Fear of Criticism	Measures the degree to which participants feel community complaints and fear of being unfairly punished impact officer behavior	3
Community Support	Captures how supportive the community is perceived of being to Newark PD	4
Media Scrutiny	Examines whether repeated media coverage questioning police use of force impacts officer behaviors and attitudes towards the job	6
Filmed Encounters	Represents the extent to which officers report reduced aggression or engagement with civilians due to the potential of being filmed or recorded in a police-citizen encounter	3

Results

Results are presented in two ways. First, we present descriptive information on individuals who participated in this survey. Second, we present the distribution of responses for each theme along various officer characteristics (personal and professional).⁴

⁴ In these tables, we provide a chi-square test for each item. Chi-square is a non-directional test that examines the probability that differences between observed and expected frequencies in a sample could be due to chance, rather than actual differences in the larger population.

Descriptive Statistics

Table 2: Officer Personal Background Characteristics						
Variable	N - 2017 - %		N - 2019 - %		% Point Change	
<i>Age (Years)</i>						
20-29	102	10.1	95	22.6	12.5	
30-39	189	18.8	101	24.0	5.2	
40-49	457	45.4	143	34.0	-11.4	
50+	258	25.7	81	19.3	-6.4	
<i>Gender</i>						
Female	204	20.4	96	20.0	-0.4	
Male	795	79.6	383	80.0	0.4	
<i>Race</i>						
White	371	40	198	45.2	5.2	
Black	356	38.4	154	35.2	-3.2	
Asian	0	0	3	0.7	0.7	
Other	201	21.7	83	18.9	-2.8	
<i>Ethnicity</i>						
Hispanic/Latino	412	48.3	203	46.8	-1.5	
Not Hispanic/Latino	441	51.7	231	53.2	1.5	
<i>Education</i>						
High School/GED	262	26.3	60	13.8	-12.5	
Some College	446	44.7	217	50.0	5.3	
Associate Degree	84	8.4	53	12.2	3.8	
Bachelor's Degree	183	18.3	97	22.4	4.1	
Master's Degree or Higher	23	2.3	7	1.6	-0.7	
<i>Marital Status</i>						
Married	542	55.1	218	45.8	-9.3	
Divorced/Separated	117	11.9	44	9.2	-2.7	
Single	305	31	207	43.5	12.5	
Other	19	1.9	7	1.5	-0.4	
<i>Residential Status</i>						
Live in Newark	422	42.5	212	44.6	2.1	
Does Not Live in Newark	571	57.5	263	55.4	-2.1	
<i>Military Experience</i>						
Yes	118	11.8	48	9.9	-1.9	
No	880	88.2	435	90.1	1.9	

Table 2 contains descriptive information on a variety of officer personal background characteristics.⁵ The average age of the respondents was 40.7 years, with the largest age group being 40 to 49 years old (34 percent). Eighty percent of NPD officers (N=383) identified as male compared to female (N=96). In terms of racial composition, the majority of officers were white (45.2 percent; N=198), followed by black officers (35.2 percent; N=154), officers of other races (18.9 percent; N=83), and Asian officers (.7 percent; N= 3). Additionally, approximately half of respondents identified as Hispanic or Latino (46.8 percent ; N=203).

⁵ For all tables, percentages within each variable may not exactly total 100.0 due to rounding error.

Examining educational attainment, half of the officers have some college (N=217), while 12.2 percent have an Associate’s Degree (N=53), 22.4 percent have a Bachelor’s Degree (N=97), and 1.6 percent have a Master’s Degree or higher (N=7). Similar numbers of officers are married (45.8 percent; 218) or single (43.5 percent; N=207), and 9.2 percent of officers are divorced or separated (N=44). More than half of officers do not live in the City of Newark (55.4 percent; N=236), and approximately 10 percent (N=48) have prior military experience.

Table 3: Officer Professional Background					
Variable	N - 2017 - %		N - 2019 - %		% Point Change
<i>Police Experience (Years)</i>					
0 to 5	154	15.6	157	33.4	17.8
>5 to 10	95	9.6	22	4.7	-4.9
>10 to 15	175	17.7	45	9.6	-8.1
>15 to 20	259	26.2	87	18.5	-7.7
20+	306	30.9	159	33.8	2.9
<i>Police Experience in Newark (Years)</i>					
0 to 5	160	16.2	162	34.9	18.7
>5 to 10	93	9.4	22	4.7	-4.7
>10 to 15	177	18	45	9.7	-8.3
>15 to 20	260	26.4	80	17.2	-9.2
20+	296	30	155	33.4	3.4
<i>Rank</i>					
Officer	507	53.8	265	57.1	3.3
Detective	237	25.1	98	21.1	-4.0
Supervisor	159	16.9	86	18.5	1.6
Special	40	4.2	15	3.2	-1.0
<i>Current Assignment</i>					
Patrol	447	57.9	224	55.8	-2.1
Investigative	182	23.6	90	22.4	-1.2
Administrative	143	18.5	87	21.7	3.2
<i>Precinct</i>					
1st	78	13.2	31	12.6	-0.6
2nd	113	19.2	40	16.2	-3.0
3rd	125	21.2	69	27.9	6.7
4th	92	15.6	23	9.3	-6.3
5th	121	20.5	41	16.6	-3.9
6th	61	10.3	23	9.3	-1.0
7th	NA	NA	18	7.3	NA
Other	NA	NA	2	0.8	NA
<i>Shift</i>					
1st	258	30.1	118	31.4	1.3
2nd	335	39.1	141	37.5	-1.6
3rd	133	15.5	66	17.6	2.1
4th	NA	NA	13	3.5	NA
Rotating	130	15.2	38	10.1	-5.1
<i>Fired Weapon</i>					
Yes	212	21.4	94	20.1	-1.3
No	780	78.6	374	79.9	1.3
<i>Number of Citizen Complaints</i>					
	0: 240	25.1	0: 101	22.1	-3.0
	1-2: 513	53.6	1: 82	17.9	NA
	3+: 205	21.4	2-5: 184	40.3	NA
			6-10: 55	12.0	NA
			11+: 35	7.7	NA
<i>Investigated by Internal Affairs</i>					
Yes	717	72.9	347	74.9	2.0
No	267	27.1	116	25.1	-2.0

Table 3 contains descriptive information on the professional background characteristics of officers. The average number of years of total experience as a police officer was comparable to the average experience as a police officer in Newark at 13.7 versus 14 years, respectively. Over half of officers have more than 15 years of experience as a police officer in general (52.3 percent; N=246) and as a police officer in Newark (50.6 percent; N=235). A third of officers have less than five years' experience in policing in general (33.4 percent; N=157) and experience policing in Newark (34.9; N=162).

In terms of rank, officers comprised the majority of respondents (57.1 percent; N=265) followed by detectives (21.1 percent; N=98), supervisors (18.5 percent; N=86), and special police officers (3.2 percent; N=15). Most officers reported patrol as their current assignment (55.8 percent; N=224), while 22.4 percent of officers indicated investigative (N=90) and 21.7 percent administrative (N=87).

When disaggregated by precinct, the two precincts with the largest representation were the 3rd and 5th precincts at 27.9 percent (N=69) and 16.6 percent (N=41), respectively. The 2nd precinct was a close third at 16.2 percent (N=40). The shift with the highest number of officers working was the 2nd shift (37.5 percent) followed by 1st shift (31.4 percent), while fewer officers worked the 3rd shift (17.6 percent) or a rotating shift (10.1 percent). Only 13 officers (3.5 percent) work the 4th shift.

Approximately 20 percent of officers (N= 94) reported ever having discharged their firearm in the line of duty. When reviewing responses on citizen complaints, 40.3 percent (N=184) of officers indicated that they have had two to five citizen complaints filed against them, whereas 22.1 percent (N=101) reported zero complaints and 19.7 percent (N=90) reported six or more complaints.⁶ Finally, 74.9 percent (N=347) of officers indicated that they have been the subject of an internal affairs investigation during the course of their career.

Reason (Total Responses)	2017		2019		% Point Change
	N = 986	%	N = 474	%	
To fight crime	266	27.0	180	38.0	11.0
To serve the community	733	74.3	297	62.7	-11.6
To protect people from violent criminals	434	44.0	213	44.9	0.9
For the steady pay and benefits	383	38.8	146	30.8	-8.0
For the excitement	52	5.3	20	4.2	-1.1
For the power and authority	20	2.0	1	0.2	-1.8
Other	58	5.9	12	2.5	-3.4

Respondents were also asked to rank the top two reasons for why they became a police officer. These results are expressed in two different ways. First, in Table 4, we report the number of officers who indicated a given reason was one of their top two choices in no particular order (e.g., not ranked). Nearly 63 percent of officers (N=297) indicated “to serve the community” as one of the top two reasons why they became a police officer. The next most frequently selected option was “to protect people from violent criminals” (44.9 percent; N=213), then “to fight crime” (38.0 percent; N=180) and “for the steady pay and benefits” (30.8 percent; N= 146).

⁶ Responses on the number of citizen complaints from the original 2017 report cannot be directly compared to the findings of this report. While the survey item calling for the number of citizen complaints was formatted identically to the survey instrument included with the original report (see Appendix B), the responses in this survey were aggregated into different numerical categories (i.e., officers with zero complaints, officers with one complaint; officers with two to five complaints, etc.) than the numerical categories used in the 2017 report. As a result, the findings of each report must be viewed as standalone measures for this area.

Table 5: Reason for Becoming a Police Officer (Pick 2) - Ranked					
1st Reason	2017		2019		% Point Change
	N = 881	%	N = 409	%	
To fight crime	78	8.9	63	15.4	6.5
To serve the community	452	51.3	144	35.2	-16.1
To protect people from violent criminals	174	19.8	114	27.9	8.1
For the steady pay and benefits	151	17.1	68	16.6	-0.5
For the excitement	12	1.4	13	3.2	1.8
For the power and authority	1	0.1	1	0.2	0.1
Other	19	2.1	6	1.5	-0.6
2nd Reason	N = 881	%	N = 384	%	% Point Change
To fight crime	156	17.7	104	27.1	9.4
To serve the community	199	22.6	121	31.5	8.9
To protect people from violent criminals	210	23.8	81	21.1	-2.7
For the steady pay and benefits	194	22.0	66	17.2	-4.8
For the excitement	34	3.9	6	1.6	-2.3
For the power and authority	16	1.8	0	0.0	-1.8
Other	31	3.5	6	1.6	-1.9

Second, in Table 5, we report the ranked version of the question. Officers ranked “to serve the community” as their first and second most frequent reasons at 35.3 (N=144) percent and 31.5 (N=121) percent respectively.

Table 6: Police Priorities (Pick 3) - Not Ranked					
Priority	2017		2019		% Point Change
	N = 976	%	N = 457	%	
Be a role model and/or mentor to youth	430	44.1	179	39.2	-4.9
Communicate with victims of crime about the status of their case	109	11.2	81	17.7	6.5
Respond to all calls for service quickly	257	26.3	141	30.9	4.6
Make arrests and issue summonses	73	7.5	139	30.4	22.9
Develop positive relationships with people in neighbourhoods I serve	706	72.3	301	65.9	-6.4
Protect the constitutional rights of all citizens	522	53.5	217	47.5	-6.0
Improve the quality of life for all members of the community	762	78.1	218	47.7	-30.4
Control the streets	100	10.3	28	6.1	-4.2

Similar to the previous question, officers were asked to rank the top three priorities for police from a list of eight potential options. We report in Table 6 the number of officers who indicated an option was a top three priority for law enforcement in no particular order (e.g., not ranked). The most frequently selected priority was “develop positive relationships with people in neighborhoods I serve” (65.9 percent; N=301) followed by “improve the quality of life for all members of the community” (47.5 percent; N=218) and “protect the constitutional rights of all citizens” (47.5 percent; 217). The next most chosen priority of police was “be a role model and/or mentor to youth” with 39.2 percent (N=179).

Table 7: Police Priorities (Pick 3) - Ranked	2017		2019		% Point Change
1st Priority	N = 940	%	N = 426	%	
Be a role model and/or mentor to youth	104	11.1	73	17.1	6.0
Communicate with victims of crime about the status of their case	24	2.6	42	9.9	7.3
Respond to all calls for service quickly	100	10.6	50	11.7	1.1
Make arrests and issue summonses	13	1.4	58	13.6	12.2
Develop positive relationships with people in neighbourhoods I serve	219	23.3	65	15.3	-8.0
Protect the constitutional rights of all citizens	226	24.0	60	14.1	-9.9
Improve the quality of life for all members of the community	274	29.2	75	17.6	-11.6
Control the streets	26	2.8	3	0.7	-2.1
2nd Priority	N = 940	%	N = 423	%	% Point Change
Be a role model and/or mentor to youth	121	13.3	47	11.1	-2.2
Communicate with victims of crime about the status of their case	26	2.9	18	4.3	1.4
Respond to all calls for service quickly	75	8.3	40	9.5	1.2
Make arrests and issue summonses	22	2.4	50	11.8	9.4
Develop positive relationships with people in neighbourhoods I serve	274	30.1	124	29.3	-0.8
Protect the constitutional rights of all citizens	170	18.7	70	16.5	-2.2
Improve the quality of life for all members of the community	221	24.3	62	14.7	-9.7
Control the streets	31	3.4	12	2.8	-0.6
3rd Priority	N = 940	%	N = 415	%	% Point Change
Be a role model and/or mentor to youth	188	21.3	51	12.3	-9.0
Communicate with victims of crime about the status of their case	51	5.8	19	4.6	-1.2
Respond to all calls for service quickly	72	8.2	45	10.8	2.7
Make arrests and issue summonses	36	4.1	30	7.2	3.2
Develop positive relationships with people in neighbourhoods I serve	187	21.2	104	25.1	3.9
Protect the constitutional rights of all citizens	110	12.5	81	19.5	7.1
Improve the quality of life for all members of the community	239	27.1	73	17.6	-9.5
Control the streets	41	4.6	12	2.9	-1.8

Table 7 addresses the same question but reports responses in a ranked order. “Improve the quality of life for all members of the community” was ranked the number one priority of police more than any other options (17.6 percent; N=75). Officers ranked “develop positive relationships with people in neighborhoods I serve” as their second and third most frequent reasons at 29.3 (N=124) and 25.1 (N=104) percent respectively.

Themes and Officer Characteristics

This section contains a series of cross-tabulations of themes identified in Table 1 and officer characteristics. Percentages that are provided reflect the within-group percent distribution. We cross-tabulate seven NPD officer characteristics (gender, race, residence, experience, rank, citizen complaints, and current precinct) with each of the seven themes: (1) bias within the department; (2) policing bias; (3) department leadership; (4) community support; (5) fear of criticism; (6) filmed encounters; and (7) media scrutiny. Each key concept is displayed in a table showing the responses of NPD officers by officer characteristic.

For ease of interpretation, the response scale was divided into three groups. Specifically, low represents “strongly disagree” and “moderately disagree”; medium represents “slightly disagree” and “slightly agree”; and, high represents “moderately agree” and “strongly agree.” To provide a sense of the importance of the differences, we provide the chi-square statistic (see footnote 4 above). These results are presented in tables 8 through 14 (for frequency distributions of individual survey items, see Appendix C).

Within Department Bias (Table 8)

Variable	Low				% Point Change	Medium				% Point Change	High				% Point Change
	2017		2019			2017		2019			2017		2019		
	N	%	N	%		N	%	N	%		N	%	N	%	
Gender															
Female	84	42.9	37	44.0	1.1	71	36.2	28	33.3	-2.9	41	20.9	19	22.6	1.7
Male	380	50.3	211	59.8	9.5	238	31.5	89	25.2	-6.3	137	18.2	53	15.0	-3.2
Race											***				
Asian	0	0	3	100.0	100.0	0	0	0	0.0	0.0	0	0	0	0	0.0
Black	107	32.6	69	51.5	18.9	131	39.9	37	27.6	-12.3	90	27.4	28	20.9	-6.5
Other	116	59.5	41	53.9	-5.6	53	27.2	25	32.9	5.7	26	13.3	10	13.2	-0.1
White	201	56.2	112	60.2	4.0	105	29.3	46	24.7	-4.6	52	14.5	28	15.1	0.6
Newark Resident											**			*	
Yes	222	55.8	128	65.0	9.2	111	27.9	44	22.3	-5.6	65	16.3	25	12.7	-3.6
No	238	43.7	117	49.0	5.3	195	35.8	76	31.8	-4.0	112	20.6	46	19.2	-1.4
Police Experience in Newark											***			***	
Less than 2	83	80.6	46	95.8	15.2	13	12.6	0	0.0	-12.6	7	6.8	2	4.2	-2.6
2 to 9	73	68.9	80	70.2	1.3	22	20.8	23	20.2	-0.6	11	10.4	11	9.6	-0.8
10+	309	41.4	115	43.1	1.7	274	36.7	93	34.8	-1.9	163	21.9	59	22.1	0.2
Rank														*	
Below Sgt.	367	48.8	145	57.5	8.7	239	31.8	66	26.2	-5.6	146	19.4	41	16.3	-3.1
Sgt. and Above	73	47.4	97	54.2	6.8	54	35.1	49	27.4	-7.7	27	17.5	33	18.4	0.9
Citizen Complaint											***			***	
Yes	308	42.9	175	51.3	8.4	253	35.2	101	29.6	-5.6	157	21.9	65	19.1	-2.8
No	153	67.1	71	75.5	8.4	53	23.3	16	17.0	-6.3	22	9.7	7	7.4	-2.3
Precinct														***	
1	36	49.3	17	58.6	9.3	23	31.5	10	34.5	3.0	14	19.2	2	6.9	-12.3
2	59	53.6	22	56.4	2.8	33	30	9	23.1	-6.9	18	16.4	8	20.5	4.1
3	68	56.7	41	64.1	7.4	34	28.3	17	26.6	-1.7	18	15	6	9.4	-5.6
4	35	40.7	9	50.0	9.3	32	37.2	4	22.2	-15.0	19	22.1	5	27.8	5.7
5	45	39.1	25	69.4	30.3	44	38.3	6	16.7	-21.6	26	22.6	5	13.9	-8.7
6	NA	NA	11	52.4	NA	NA	NA	8	38.1	NA	NA	NA	2	9.5	NA
7	NA	NA	8	44.4	NA	NA	NA	6	33.3	NA	NA	NA	4	22.2	NA

Overall, 56.1 percent of officers (N = 250) perceived low levels of within department bias. Approximately 27.1 percent of officers (N = 121) indicated a medium degree of within department bias and 16.8 percent (N = 75) suggested within department bias is high.

Table 8 provides a breakdown of officers’ perceptions by various officer traits.⁷ First, officers who live in Newark reported lower levels of perceived within department bias compared to officers who do not live in the city. Second, while the majority of all officers perceived low levels of within department bias, officers with less than two years of experience overwhelmingly perceived lower levels of within department bias (95.8 percent) than officers with more experience. Third, officers who reported having previous citizen complaints filed against them perceived higher levels of within department bias than officers with no complaints. Fourth, the 5th precinct had the largest percentage rating of within department bias as low (69.4 percent) whereas the smallest portion with a low rating for within department bias was the 7th precinct (44.4

⁷ For all analyses, Chi-square *p<.05, **p<.01, ***p<.001

percent). The 4th precinct was most likely to report within department bias as high (27.8 percent) and the 1st precinct was least likely to do so (6.9 percent). No substantive differences across gender or race were observed for perceived levels of within department bias.

Newark residency, police experience in Newark, and an officer’s history of citizen complaints were all significant factors when examining levels of perceived bias within the department in both the 2017 and 2019 analyses. In 2019, all officers regardless of residency status were more likely to perceive lower levels of within department bias than in 2017. Officers with less than five years of experience policing in Newark were also more likely than their 2017 counterparts to perceive the same low levels of within department bias. Finally, officers in 2019 perceived lower levels of policing bias than officers in 2017 regardless of their history of citizen complaints.

Policing Bias (Table 9)

Table 9: Level of Perceived Bias in Policing and Officer Characteristics															
Variable	Low					Medium					High				
	2017		2019		% Point Change	2017		2019		% Point Change	2017		2019		% Point Change
	N	%	N	%		N	%	N	%		N	%	N	%	
Gender	**														
Female	119	60.4	60	71.4	11.0	55	27.9	19	22.6	-5.3	23	11.7	5	6.0	-5.7
Male	561	72.2	269	81.3	9.1	138	17.8	49	14.8	-3.0	78	10	13	3.9	-6.1
Race	***														
Asian	0	0	2	100.0	100.0	0	0	0	0.0	0.0	0	0	0	0.0	0.0
Black	156	45.6	76	58.0	12.4	109	31.9	42	32.1	0.2	77	22.5	13	9.9	-12.6
Other	161	81.7	59	84.3	2.6	28	14.2	11	15.7	1.5	8	4.1	0	0.0	-4.1
White	305	83.8	166	94.3	10.5	47	12.9	8	4.5	-8.4	12	3.3	2	1.1	-2.2
Newark Resident	***														
Yes	297	72.3	152	75.2	2.9	72	17.5	38	18.8	1.3	42	10.2	12	5.9	-4.3
No	378	68	179	83.6	15.6	121	21.8	28	13.1	-8.7	57	10.3	7	3.3	-7.0
Police Experience in Newark	***														
Less than 2	93	89.4	41	93.2	3.8	6	5.8	3	93.2	87.4	5	4.8	0	0.0	-4.8
2 to 9	90	82.6	90	89.1	6.5	12	11	9	8.9	-2.1	7	6.4	2	2.0	-4.4
10+	499	65.3	193	73.7	8.4	176	23	52	19.8	-3.2	89	11.7	17	6.5	-5.2
Rank	***														
Below Sgt.	546	71.5	193	80.8	9.3	144	18.9	37	15.5	-3.4	74	9.7	9	3.8	-5.9
Sgt. and Above	105	66	131	77.1	11.1	38	23.9	30	17.6	-6.3	16	10.1	9	5.3	-4.8
Citizen Complaint	*														
Yes	500	68.3	246	76.9	8.6	159	21.7	55	17.2	-4.5	73	10	19	5.9	-4.1
No	177	75.3	79	85.9	10.6	30	12.8	13	14.1	1.3	28	11.9	0	0.0	-11.9
Precinct	***														
1	59	77.6	23	82.1	4.5	7	9.2	5	17.9	8.7	10	13.2	0	0.0	-13.2
2	89	80.9	31	81.6	0.7	17	15.5	7	18.4	2.9	4	3.6	0	0.0	-3.6
3	91	74.6	51	81.0	6.4	19	15.6	9	14.3	-1.3	12	9.8	3	4.8	-5.0
4	60	65.9	12	66.7	0.8	21	23.1	2	11.1	-12.0	10	11	4	22.2	11.2
5	83	69.8	25	78.1	8.3	23	19.3	7	21.9	2.6	13	10.9	0	0.0	-10.9
6	NA	NA	20	90.9	NA	NA	NA	2	9.1	NA	NA	NA	0	0.0	NA
7	NA	NA	12	85.7	NA	NA	NA	2	14.3	NA	NA	NA	0	0.0	NA

Overall, 79 percent of officers (N = 336) reported low levels of policing bias by NPD. Almost 16.5 percent of officers (N = 70) indicated there is a medium level of bias in NPD policing practices and only 4.5 percent (N = 19) suggested policing bias is high.

Table 9 demonstrates that a substantial majority of police officers perceive low levels of policing bias in NPD. However, there were some differences in responses between the races of the officers. White officers and officers of other races indicated low levels of policing bias at 94.3 percent and 84.3 percent respectively, while 58 percent of black officer perceived low levels of policing bias. Additionally, while approximately 10 percent of black officers perceived high levels of policing bias, one percent or less of officers in all other groups perceived these same high levels. Second, the more

experience an officer has at NPD, the more likely they are to perceive high levels of policing bias. While officers with less than two years of experience or between two and nine years of experience reported low levels of perceived policing bias (93.2 percent and 89.1 percent respectively), less than three quarters of officers with 10 or more years of experience reported low levels of policing bias. No substantive differences across gender, residency, rank, citizen complaint history, or precinct were observed for perceived levels of policing bias.

An officer’s race and experience in Newark were both significant factors when examining levels of perceived policing bias in the 2017 and 2019 analyses. Officers of all races were more likely to perceive low levels of policing bias than officers in 2017. The same is true for officers with any length of experience in Newark.

Department Leadership (Table 10)

Table 10: Level of Perceived Department Leadership and Officer Characteristics															
Variable	Low					Medium					High				
	2017		2019		% Point Change	2017		2019		% Point Change	2017		2019		% Point Change
	N	%	N	%		N	%	N	%		N	%	N	%	
Gender															
Female	4	2.2	2	4.2	2.0	60	33.3	20	41.7	8.4	116	64.4	26	54.2	-10.2
Male	16	2.2	4	2.1	-0.1	259	34.8	81	41.8	7.0	469	63	109	56.2	-6.8
Race															
Asian	0	0	0	0.0	0.0	0	0	0	0.0	0.0	0	0	1	100.0	100.0
Black	8	2.5	2	2.4	-0.1	115	35.8	30	36.6	0.8	198	61.7	50	61.0	-0.7
Other	2	1.1	0	0.0	-1.1	65	34.6	18	43.9	9.3	121	34.4	23	56.1	21.7
White	9	2.6	4	4.4	1.8	117	33.6	45	49.5	15.9	222	63.8	42	46.2	-17.6
Newark Resident											***				
Yes	11	2.8	4	3.2	0.4	94	24	41	33.1	9.1	287	73.2	79	63.7	-9.5
No	8	1.5	2	1.7	0.2	223	42.4	62	52.1	9.7	195	56.1	55	46.2	-9.9
Police Experience in Newark											***				
Less than 2	0	0	0	0.0	0.0	11	11.2	10	27.0	15.8	87	88.8	27	73.0	-15.8
2 to 9	1	1	1	1.5	0.5	24	23.1	26	39.4	16.3	79	76	45	60.0	-16.0
10+	20	2.8	5	3.8	1.0	285	39.3	63	48.1	8.8	421	58	173	51.2	-6.8
Rank															
Below Sgt.	18	2.5	3	1.8	-0.7	244	33.4	73	44.5	11.1	468	64.1	88	53.7	-10.4
Sgt. and Above	2	0.7	3	4.1	3.4	60	41.1	27	37.0	-4.1	85	58.2	43	58.9	0.7
Citizen Complaint											***				
Yes	18	2.6	5	2.8	0.2	271	38.4	82	45.8	7.4	416	59	92	51.4	-7.6
No	2	0.9	1	1.7	0.8	47	21.6	17	28.8	7.2	169	77.5	41	69.5	-8.0
Precinct															*
1	2	2.8	1	4.3	1.5	33	45.8	8	34.8	-11.0	37	51.4	14	60.9	9.5
2	2	1.9	0	0.0	-1.9	34	32.7	15	60.0	27.3	68	65.4	10	40.0	-25.4
3	3	2.5	1	2.0	-0.5	39	33.1	23	45.1	12.0	76	64.4	27	52.9	-11.5
4	2	2.3	0	0.0	-2.3	30	33.7	2	20.0	-13.7	57	64	8	80.0	16.0
5	4	3.5	1	5.0	1.5	38	33.3	7	35.0	1.7	72	63.2	12	60.0	-3.2
6	NA	NA	0	0.0	NA	NA	NA	7	50.0	NA	NA	NA	7	50.0	NA
7	NA	NA	0	0.0	NA	NA	NA	3	37.5	NA	NA	NA	5	62.5	NA

Overall, 55 percent of officers (N = 137) reported high levels of department leadership. Almost 42.6 percent of officers (N = 106) indicated there is a medium level of leadership within the department. Notably, only 2.4 percent of officers (N = 6) rated department leadership as low.

Table 10 presents officers’ opinions of department leadership across select traits. First, while the majority of black officers and officers of other races reported higher confidence in department leader, the majority of white officers reported moderate confidence in departmental leadership (49.5 percent), with high levels of department leadership the next most frequent category (46.2 percent). Second, the majority of officers overwhelmingly ranked department leadership as moderate or high across all precincts. The 4th precinct was most likely to report department leadership as high (80 percent) and the 2nd precinct was least likely to do so (40 percent). The 1st precinct had the largest percentage of respondents rating

department leadership as low (4.3 percent) whereas no respondents in the 2nd, 4th, 6th, or 7th precincts rated department leadership as low. No substantive differences across gender, residency, years of experience, rank, or citizen complaint history were observed for perceived levels of departmental leadership.

Community Support (Table 11)

Table 11: Level of Perceived Community Support and Officer Characteristics

Variable	Low					Medium					High				
	2017		2019		% Point Change	2017		2019		% Point Change	2017		2019		% Point Change
	N	%	N	%		N	%	N	%		N	%	N	%	
Gender	*														
Female	22	11.3	11	13.9	2.6	117	60.3	48	60.8	0.5	55	28.4	20	25.3	-3.1
Male	55	7.1	47	14.6	7.5	443	57.2	178	55.1	-2.1	277	35.7	98	30.3	-5.4
Race															
Asian	0	0	1	33.3	33.3	0	0	2	66.7	66.7	0	0	0	0.0	0.0
Black	23	6.8	11	8.8	2.0	206	60.6	75	60.0	-0.6	111	32.7	39	31.2	-1.5
Other	16	8.2	9	13.2	5.0	103	52.8	42	61.8	9.0	76	39	17	25.0	-14.0
White	31	8.5	33	19.1	10.6	218	60.1	90	52.0	-8.1	114	31.4	50	28.9	-2.5
Newark Resident	***														
Yes	34	8.3	27	15.5	7.2	204	49.8	95	54.6	4.8	172	42	52	29.9	-12.1
No	44	8	30	13.2	5.2	352	63.8	133	58.3	-5.5	156	28.3	65	28.5	0.2
Police Experience in Newark	**														
Less than 2	9	8.8	5	11.6	2.8	42	41.2	25	58.1	16.9	51	50	13	30.2	-19.8
2 to 9	10	9.3	23	23.5	14.2	59	54.6	48	49.0	-5.6	39	36.1	27	27.6	-8.5
10+	61	8	31	12.1	4.1	461	60.3	149	58.2	-2.1	242	31.7	76	29.7	-2.0
Rank															
Below Sgt.	64	8.4	37	16.1	7.7	435	56.9	125	54.3	-2.6	265	34.7	68	29.6	-5.1
Sgt. and Above	11	7.1	22	13.1	6.0	97	63	97	57.7	-5.3	46	29.9	49	29.2	-0.7
Citizen Complaint															
Yes	59	8.1	49	15.8	7.7	448	61.3	177	57.1	-4.2	224	30.6	84	27.1	-3.5
No	20	8.6	9	10.1	1.5	97	46.6	50	56.2	9.6	105	44.9	30	33.7	-11.2
Precinct	**														
1	6	7.9	6	22.2	14.3	42	55.3	14	51.9	-3.4	28	36.8	7	25.9	-10.9
2	3	2.7	6	16.2	13.5	66	58.4	22	59.5	1.1	44	38.9	9	24.3	-14.6
3	5	4.1	8	12.9	8.8	63	52.1	32	51.6	-0.5	53	43.8	22	35.5	-8.3
4	13	14.1	2	11.8	-2.3	48	52.2	10	58.8	6.6	31	33.7	5	29.4	-4.3
5	10	8.5	5	16.1	7.6	79	67	15	48.4	-18.6	29	24.6	11	35.5	10.9
6	NA	NA	3	13.6	NA	NA	NA	13	59.1	NA	NA	NA	6	27.3	NA
7	NA	NA	2	16.7	NA	NA	NA	6	50.0	NA	NA	NA	4	33.3	NA

Collectively, the majority of officers (56 percent) rated community support for NPD as medium (N = 230), followed by high (29.7 percent; N = 122) and low (14.4 percent; N = 59).

Table 11 reports participants' perceived level of community support varied across a number of officer characteristics. While gender, residency, experience, and precinct were all significant factors in 2017, none of the variables were significant in this year's analysis.

Fear of Criticism (Table 12)

Table 12: Level of Fear of Criticism and Officer Characteristics

Variable	Low					Medium					High				
	2017		2019		% Point Change	2017		2019		% Point Change	2017		2019		% Point Change
	N	%	N	%		N	%	N	%		N	%	N	% ^{**}	
Gender															
Female	12	6.1	11	12.9	6.8	68	34.5	31	36.5	2.0	117	59.4	43	50.6	-8.8
Male	54	7	19	5.6	-1.4	229	29.7	154	45.2	15.5	488	63.3	168	49.3	-14.0
Race															
Asian	0	0	0	0.0	0.0	0	0	1	33.3	33.3	0	0	2	66.7	66.7
Black	21	6.2	10	7.5	1.3	103	30.5	63	47.0	16.5	214	63.3	61	45.5	-17.8
Other	19	9.6	6	8.3	-1.3	55	27.8	34	47.2	19.4	124	62.6	32	44.4	-18.2
White	23	6.4	13	7.1	0.7	120	33.2	72	39.6	6.4	218	60.4	97	53.3	-7.1
Newark Resident															
Yes	36	8.9	16	8.6	-0.3	126	31	88	47.1	16.1	244	60.1	83	44.4	-15.7
No	29	5.2	14	5.9	0.7	169	30.3	100	41.8	11.5	359	64.5	125	52.3	-12.2
Police Experience in Newark															
Less than 2	16	15.5	2	4.5	-11.0	28	27.2	27	61.4	34.2	59	57.3	15	34.1	-23.2
2 to 9	8	7.5	8	7.7	0.2	36	33.6	38	36.5	2.9	63	58.9	58	55.8	-3.1
10+	43	5.6	19	7.0	1.4	236	30.9	116	43.0	12.1	486	63.5	135	50.0	-13.5
Rank															
Below Sgt.	55	7.2	18	7.4	0.2	236	31	107	43.9	12.9	471	61.8	119	48.8	-13.0
Sgt. and Above	6	3.9	10	5.7	1.8	45	29	73	42.0	13.0	104	67.1	91	52.3	-14.8
Citizen Complaint															
Yes	40	5.5	19	5.8	0.3	216	29.4	135	41.2	11.8	478	65.1	174	53.0	-12.1
No	27	11.7	10	10.8	-0.9	80	34.6	49	52.7	18.1	124	53.7	34	36.6	-17.1
Precinct															
1	7	9.1	0	0.0	-9.1	22	28.6	14	48.3	19.7	48	62.3	15	51.7	-10.6
2	4	3.7	1	2.6	-1.1	36	33.3	21	55.3	22.0	68	63	16	42.1	-20.9
3	12	9.8	9	14.1	4.3	42	34.4	23	35.9	1.5	68	55.7	32	50.0	-5.7
4	4	4.4	2	11.8	7.4	25	27.8	8	47.1	19.3	61	67.8	7	41.2	-26.6
5	5	4.2	1	2.9	-1.3	36	30.3	18	52.9	22.6	78	65.6	15	44.1	-21.5
6	NA	NA	0	0.0	NA	NA	NA	7	31.8	NA	NA	NA	15	68.2	NA
7	NA	NA	1	6.3	NA	NA	NA	5	31.3	NA	NA	NA	10	62.5	NA

Overall, 49.2 percent of officers (N = 214) indicated high levels of fear of criticism while 43.9 percent (N= 191) indicated medium levels. In contrast, only 6.9 percent of officers (N = 30) reported low levels of fear of criticism.

Table 12 displays results disaggregated by officer characteristics for self-reported levels of fear of criticism. First, both female and male officers report high levels of fear of criticism (50.6 percent and 49.3 percent respectively), yet females are more likely than males to report low levels of fear of criticism (12.9 and 5.6 percent respectively). Second, officers with a history of citizen complaints are more likely than their peers to have high levels of fear of criticism. No substantive differences across race, residency, years of experience, rank, or precinct were observed for perceived levels of fear of criticism.

An officer’s history of citizen complaints was a significant factor when examining levels of fear of criticism in both the 2017 and 2019 analyses. Compared to 2017, officers in 2019 were less likely to report high levels of fear of criticism.

Filmed Encounters (Table 13)

Table 13: Level of Perceived Changes Due to Potentially Filmed Encounters and Officer Characteristics

Variable	Low				% Point Change	Medium				% Point Change	High				% Point Change
	2017		2019			2017		2019			2017		2019		
	N	%	N	%		N	%	N	%		N	%	N	%	
Gender															
Female	114	60.6	58	66.7	6.1	54	28.7	21	24.1	-4.6	20	10.6	8	9.2	-1.4
Male	399	52	174	51.8	-0.2	246	32.1	118	35.1	3.0	122	15.9	44	13.1	-2.8
Race															
Asian	0	0	2	66.7	66.7	0	0	1	33.3	33.3	0	0	0	0.0	0.0
Black	181	53.9	71	53.0	-0.9	107	31.9	47	35.1	3.2	48	14.3	16	11.9	-2.4
Other	105	54.7	40	57.1	2.4	55	28.7	21	30.0	1.3	32	16.7	9	12.9	-3.8
White	190	52.5	93	52.0	-0.5	119	32.9	64	35.8	2.9	53	14.6	22	12.3	-2.3
Newark Resident															
Yes	222	55.4	113	60.4	5.0	115	28.7	51	27.3	-1.4	64	16	23	12.3	-3.7
No	287	52.4	122	51.7	-0.7	183	33.4	85	36.0	2.6	78	14.2	29	12.3	-1.9
Police Experience in Newark															
Less than 2	66	64.7	27	61.4	-3.3	27	26.5	16	36.4	9.9	9	8.8	1	2.3	-6.5
2 to 9	67	62.6	70	68.0	5.4	24	22.4	24	23.3	0.9	16	15	9	8.7	-6.3
10+	384	51.1	135	50.2	-0.9	250	33.2	94	34.9	1.7	118	15.7	40	14.9	-0.8
Rank															
Below Sgt.	405	54.4	151	62.1	7.7	234	31.4	70	28.8	-2.6	106	14.2	22	9.1	-5.1
Sgt. and Above	83	53.2	78	45.1	-8.1	52	33.3	65	37.6	4.3	21	13.5	30	17.3	3.8
Citizen Complaint															
Yes	381	52.8	173	52.6	-0.2	227	31.4	106	32.2	0.8	114	15.8	50	15.2	-0.6
No	130	56.8	58	63.7	6.9	70	30.6	29	31.9	1.3	29	12.7	4	4.4	-8.3
Precinct															
1	45	59.2	18	62.1	2.9	20	26.3	10	34.5	8.2	11	14.5	1	3.4	-11.1
2	54	50.5	19	50.0	-0.5	37	34.6	14	36.8	2.2	16	15	5	13.2	-1.8
3	66	54.1	38	60.3	6.2	35	28.7	16	25.4	-3.3	21	17.2	9	14.3	-2.9
4	43	50.6	8	44.4	-6.2	27	31.8	8	44.4	12.6	15	17.7	2	11.1	-6.6
5	63	53.4	21	60.0	6.6	40	33.9	14	40.0	6.1	15	12.7	0	0.0	-12.7
6	NA	NA	13	59.1	NA	NA	NA	8	36.4	NA	NA	NA	1	4.5	NA
7	NA	NA	8	53.3	NA	NA	NA	5	33.3	NA	NA	NA	2	13.3	NA

Overall, slightly more than half of officers (55 percent; N = 238) report low levels of changes in behavior due to potentially being filmed, followed by medium levels of change (32.6 percent; N = 141) and high levels of change (12.5 percent; N = 54).

Table 13 reports the distribution of officer attitudes towards the potential of being filmed and select officer characteristics. First, officers with two to nine years of experience were most likely to report low levels of change in officers’ behaviors due to the potential of being filmed in a citizen encounter (68 percent). Officers with more than 10 years of experience were the most likely group to perceive high levels of such change (14.9 percent). Second, officers with a rank below sergeant were more likely to perceive lower levels of change in officers’ behaviors due to the potential of being filmed in a citizen encounter (62.1 percent) compared to officers who hold a rank of sergeant or above (45.1 percent). No substantive differences across gender, race, residency, citizen complaint history, or precinct were observed for perceived levels of change due to filmed encounters.

An officer’s police experience in Newark was a significant factor when examining attitudes toward potentially being filmed in both the 2017 and 2019 analyses. In 2019, regardless of their amount of experience, very few officers reported high levels of perceived change due to potentially being filmed. These results are similar to the findings in 2017.

Media Scrutiny (Table 14)

Table 14: Level of Perceived Negative Effects of Media Scrutiny and Officer Characteristics

Variable	Low					Medium					High				
	2017		2019		% Point Change	2017		2019		% Point Change	2017		2019		% Point Change
	N	%	N	%		N	%	N	%		N	%	N	%	
Gender															
Female	26	13.4	19	23.5	10.1	96	49.5	43	53.1	3.6	72	37.1	19	23.5	-13.6
Male	82	10.6	60	18.6	8.0	361	46.6	147	45.7	-0.9	332	42.8	115	35.7	-7.1
Race															
Asian	0	0	0	0.0	0.0	0	0	2	66.7	66.7	0	0	1	33.3	33.3
Black	47	13.8	28	21.9	8.1	182	53.4	67	52.3	-1.1	112	32.8	33	25.8	-7.0
Other	25	12.8	14	20.6	7.8	85	43.6	32	47.1	3.5	85	43.6	22	32.4	-11.2
White	28	7.7	31	18.1	10.4	154	42.4	75	43.9	1.5	181	49.9	65	38.0	-11.9
Newark Resident															
Yes	56	13.6	43	25.7	12.1	199	48.4	77	46.1	-2.3	156	38	47	28.1	-9.9
No	52	9.4	37	16.3	6.9	254	46.1	116	51.1	5.0	245	44.5	74	32.6	-11.9
Police Experience in Newark															
Less than 2	15	14.7	7	17.1	2.4	48	47.1	22	17.1	-30.0	39	38.2	12	29.3	-8.9
2 to 9	12	11	25	25.5	14.5	57	52.3	38	38.8	-13.5	40	36.7	35	35.7	-1.0
10+	82	10.8	46	17.9	7.1	354	46.4	127	49.4	3.0	327	42.9	84	32.7	-10.2
Rank															
Below Sgt.	88	11.6	51	22.1	10.5	358	47	104	45.0	-2.0	316	41.5	76	32.9	-8.6
Sgt. and Above	15	9.6	28	16.9	7.3	75	47.8	101	60.8	13.0	67	42.7	58	34.9	-7.8
Citizen Complaint															
Yes	74	10.1	52	16.7	6.6	343	46.7	146	46.8	0.1	318	43.3	114	36.5	-6.8
No	33	14.4	26	29.2	14.8	111	48.3	42	47.2	-1.1	86	37.4	21	23.6	-13.8
Precinct															
1	9	11.5	4	14.8	3.3	35	44.9	13	48.1	3.2	34	43.6	10	37.0	-6.6
2	6	5.6	5	13.5	7.9	46	42.6	20	54.1	11.5	56	51.9	12	32.4	-19.5
3	20	16.3	12	19.4	3.1	57	46.3	29	46.8	0.5	46	37.4	21	33.9	-3.5
4	11	12.1	6	35.3	23.2	46	50.6	3	17.6	-33.0	34	37.4	8	47.1	9.7
5	15	13	12	42.9	29.9	58	50.4	10	35.7	-14.7	42	36.5	6	21.4	-15.1
6	NA	NA	4	18.2	NA	NA	NA	13	59.1	NA	NA	NA	5	22.7	NA
7	NA	NA	2	15.4	NA	NA	NA	4	30.8	NA	NA	NA	7	53.8	NA

Overall, results indicate that media coverage questioning police use of force influences a police officer’s perceptions of the job and policing practices. Specifically, approximately half of officers indicated that the media’s impact is moderate (N = 195) and 29 percent indicated the impact was high (N = 113). By comparison, only 20.8 percent of officers (N = 81) characterized the impact of media scrutiny on officers’ attitudes and behaviors as low.

Table 14 presents results by individual characteristics for officers’ perceived effect of media scrutiny. First, while the majority of each group reported moderate effects, males were more likely than females to report high levels of perceived effect of media scrutiny on police work. Second, officers who are not Newark residents report slightly higher levels of perceived effect of media scrutiny than those who are Newark residents (32.6 percent and 28.1 percent respectively), while the majority of each group perceived moderate effects. Third, officers with between two and nine years of experience were the most likely to report higher levels of perceived effect of media scrutiny (35.7 percent). Fourth, while the majority of officers of both groups reported moderate effects, officers with a history of citizen complaints were most likely to report higher levels of perceived effect of media scrutiny (36.5 percent). No substantive differences across race, rank, or precinct were observed for perceived levels of effect of media scrutiny.

An officer’s residency in Newark was a significant factor when examining a police officer’s perceived effects of media scrutiny in both the 2017 and 2019 analyses. Compared to 2017, officers in 2019 were more likely to report lower levels of influence in their responses.

Conclusions

Within Department Bias

2019 Findings

When examining officer's perceived levels of within department bias, an officer's residency in Newark, amount of experience, citizen complaint history, and precinct were found to have statistically significant differences within these groups.

- Officers who live in Newark reported lower levels of perceived within department bias compared to officers who do not.
- Officers with less than two years of experience perceived the lowest levels of within department bias compared to more experienced officers.
- Officers who reported having a citizen complaint filed against them perceived higher levels of within department bias than those with no complaints.
- Officers in the 5th precinct were the mostly likely to report low levels of within department bias, while officers in the 4th precinct were most likely to report within department bias as high.

Comparisons Between 2017 and 2019

Compared to the officers who completed the survey in 2017, officers who responded to the 2019 survey reported lower levels of within department bias.

- In 2019, all officers were more likely to perceive lower levels of within department bias than in 2017 regardless of their residency status.
- Officers with less than five years of experience policing in Newark in 2019 were also more likely than their 2017 counterparts to perceive the same low levels of within department bias.
- Finally, officers in 2019 perceived lower levels of policing bias than officers in 2017 regardless of their history of citizen complaints.

Policing Bias

2019 Findings

Upon reviewing the results of survey items on policing bias, race and experience were significant factors.

- A substantial majority of police officers believe there is a low level of policing bias.
- A lower percentage of black officers reported perceiving low levels of policing bias than white officers and officers of other races.
- Officers with more experience are more likely to perceive high levels of policing bias.

Comparisons Between 2017 and 2019

Officers who completed the survey in 2019 reported lower levels of policing bias than officers who participated in the survey in 2017.

- Officers of all races in 2019 were more likely to perceive low levels of policing bias than officers in 2017.
- The same is true for officers with any length of experience in Newark.

Department Leadership

2019 Findings

Race and precinct were significant factors when examining departmental leadership.

- White officers were less likely than black officers and officers of other races to report high levels of confidence in department leadership.
- Across all precincts, very few officers reported low levels of confidence in department leadership.

Comparisons Between 2017 and 2019

While residency, experience, and a history of citizen complaints were statistically significant variables for department leadership in 2017, these variables were not statistically significant in 2019.

Community Support

Levels of reported community support did not differ significantly from those in 2017. However, while gender, residency, experience, and precinct were statistically significant variables for community support in 2017, these variables were not statistically significant in 2019.

Fear of Criticism

2019 Findings

The results indicate that both gender and an officer's citizen complaint history were significant factors when examining officers' fear of criticism.

- Approximately half of all male and female officers reported high levels of fear of criticism.
- Officers with a history of citizen complaints were more likely than officers with no citizen complaints to have high levels of fear of criticism.

Comparisons Between 2017 and 2019

While officers who responded to the survey in 2019 still report high levels of fear of criticism, these figures have diminished from the responses of officers who took the survey in 2017.

- Compared to 2017, officers with a history of citizen complaints in 2019 were less likely to report high levels of fear of criticism.

Filmed Encounters

2019 Findings

An officer's years of experience and rank were both significant factors for officer attitudes towards the potential of being filmed.

- Officers with more than 10 years of experience were the most likely group to perceive high levels of change in response to being filmed.
- Officers with a rank below sergeant perceived lower levels of change in officers' behaviors compared to officers who hold a rank of sergeant or above.

Comparisons Between 2017 and 2019

Officers in this survey reported levels of perceived changes due to filming similar to those reported in 2017.

- In 2019, regardless of their amount of experience, very few officers reported high levels of perceived changes due to potentially being filmed. These results are similar to the findings in 2017.

Media Scrutiny

2019 Findings

Finally, an officer's gender, residency in Newark, years of experience, and history of citizen complaints were found to be statistically significant attributes with respect to perception of the effect of media scrutiny.

- Males were more likely than females to report high levels of perceived effect of media scrutiny on police work.
- Officers who are not Newark residents reported slightly higher levels of perceived effect of media scrutiny than those who reside in Newark.
- Officers with between two and nine years of experience were more likely to report higher levels of perceived effect of media scrutiny than officers of other experience levels
- Officers with a history of citizen complaints were more likely to report higher levels of perceived effect of media scrutiny than officers with no citizen complaints

Comparisons Between 2017 and 2019

Compared to officers who participated in the 2017 survey, officers who took part in the survey in 2019 were less likely to report high levels of perceived effect of media scrutiny on how officers fulfilled their duties.

- In 2019, officers who were Newark residents were more likely to report lower levels of media influence than Newark-resident officers reported in 2017.

Appendix A: Design and Administration of the Survey

Survey Design

The construction of the NPD survey in 2016-2017 was a joint effort among members of the Consent Decree's Community Assessment Team. Broadly, there were three key components that went into composing the survey instrument. First, survey items from instruments used in evaluations of police from other cities under a Consent Decree (e.g., Los Angeles, CA; New Orleans, LA; Seattle, WA) were incorporated to facilitate generalizability of findings. Second, existing research on police officers' perceptions, attitudes, and experiences (e.g., Nix & Wolfe 2016, 2017; Reisig et al. 2007; Spector 1994; Sunshine & Tyler 2003; Tankebe 2014; Tyler 2006; Wolfe & Nix 2016) to ensure empirically validated measures of key concepts in police- community relations were included. Third, given the sociodemographic composition and geographic proximity, Newark, NJ is uniquely situated relative to other cities where police departments have been subjected to a Consent Decree. Therefore, in addition to drawing on existing resources, researchers found it prudent to tailor the survey instrument to address issues specific to Newark, NJ.

After the survey was drafted, the research team performed a pre-test of the survey with six sworn police officers from Rutgers University-Newark's Department of Public Safety (DPS) to examine the validity and reliability of the instrument. Rutgers University-Newark's DPS was selected for pre-testing the survey for a number of reasons: 1) DPS officers possess the same law enforcement powers as NPD officers, 2) DPS and NPD often collaborate on public safety initiatives, and 3) both departments police in the same urban environment. The composition of the six DPS officers who participated in the pre-test was diverse, representing various races, ethnicities, ranks, and years served in law enforcement. Each participant completed the officer survey in a classroom-type setting comparable to the environment where NPD would later take the survey. Following the completion of the survey, DPS officers discussed the instrument with RU-SCJ representatives; specifically, whether there were any ambiguous or problematic questions and other ways the survey may be improved. Feedback obtained from this pre-test was then incorporated into a revised survey instrument before submitting to Rutgers University's Institutional Review Board (IRB) for approval.

This first administration of the survey took place in 2016 and 2017.

2018/2019 Assessment

Administration of the second assessment began in 2018 following the renewed approval of the IRB. Using the same survey instrument, all NPD officers were given the opportunity to take the survey and document their attitudes and experiences. As a self-reporting survey, all of the data was reported by the officers themselves. For example, participants reported their own rank and assignment in the department.

Because the survey requested personal and professional background information from subjects, the survey was not considered anonymous; instead, the survey was strictly confidential.

The survey was delivered in two formats: pen and paper surveys, and electronic surveys. While administered in two different formats, officers only had one opportunity each to participate in the survey.

Over the course of four months (December 2018 through March 2019), NPD held Use of Force training sessions twice a day up to four days a week. Officers who attended one of the 21 classes where Center on Policing proctors were present were given the opportunity to participate by filling out the paper survey. Prior to the start of the survey, proctors read a disclosure statement indicating that participation was both voluntary and anonymous, that responses would be kept

confidential, that they could terminate the survey at any time without penalty, and that the Rutgers IRB and Center on Policing staff could be reached at the provided email address and phone numbers should they have any questions about their participation in the survey and/or data handling procedures. A copy of this form was also handed out to all officers.

Officers who did not attend one of these sessions were sent an identical version of the survey electronically through NPD's PowerDMS system. Prior to the start of the survey, participants read an electronic disclosure statement indicating that participation was both voluntary and anonymous, that responses would be kept confidential, that they could terminate the survey at any time without penalty, and that the Rutgers IRB and Center on Policing staff could be reached at the provided email address and phone numbers should they have any questions about their participation in the survey and/or data handling procedures. Participants were encouraged to save or print a copy of this form for their records.

The software program *Qualtrics* was used to administer the survey electronically because of its ability to secure data and restrict access. Specifically, the program centralizes survey responses on a secure server without information being stored on any computer used to input the data.

All paper survey responses were entered into an Excel database for cleaning and preliminary descriptive analysis. This database was located on a password protected computer in a locked office at the Rutgers University Center on Policing to ensure only Center on Policing staff had access to the data. Data entry was completed by two student interns at the Rutgers University Center on Policing.

Throughout the process, access to hard copies of completed surveys and the centralized database was restricted to only members of the COP team.

The final descriptive and the thematic analyses were completed using the statistical software program R.

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Appendix B: Survey Instrument

City of Newark Consent Decree
Confidential Survey of Police Officers

2018

This survey is **CONFIDENTIAL**. The U.S. Department of Justice has approved the confidentiality procedures established by Rutgers University that protect the identities of individuals who complete this survey.

Section 1: Officer Background

Personal Background

1.1. Age (Years): _____

1.2. Gender: _____ Male / Female

1.3. Race: _____ White Black/African American Asian Other: _____

1.4. Hispanic or Latino/a: _____ Yes / No

1.5. Highest level of education completed: _____
 < High School High School/GED
 Some College Associate Degree
 Bachelor's Degree Master's Degree or Higher

1.6. Marital Status: _____ Married Divorced Separated Single Other

1.7. Do you live in the city of Newark, NJ? _____ Yes / No

1.8. Have you ever served in the military? _____ Yes / No

1.8a. If yes, for how many years? _____

1.8b. If yes, during your service were you ever mobilized or deployed to a combat zone? _____ Yes / No

1.9. Which of the following best describes why you became a police officer? Rank the **top 2** reasons: "1" = primary reason and "2" = secondary reason.

- ___ To fight crime
- ___ To serve the community
- ___ To protect people from violent criminals
- ___ For the steady pay and benefits
- ___ For the excitement

___ For the power and authority

___ Other: _____

Professional Background

1.10. How many years have you been a police officer in your career? _____

1.10a. How many years have you been an officer with the Newark Police Division (NPD)? _____

1.11. Current Rank: _____

1.12. Current Assignment: Patrol Investigative Administrative

1.12a. What assignments have you previously had with Newark PD? (**check all that apply**)

- | | | | |
|---|---|------------------------------------|--|
| <input type="checkbox"/> Alcohol Beverage Control | <input type="checkbox"/> Patrol | <input type="checkbox"/> Homicide | <input type="checkbox"/> Special Victims |
| <input type="checkbox"/> Fugitive Apprehension | <input type="checkbox"/> Major Crimes | <input type="checkbox"/> Narcotics | <input type="checkbox"/> Taxi Unit |
| <input type="checkbox"/> Other Investigative | <input type="checkbox"/> Metro Division | <input type="checkbox"/> Traffic | <input type="checkbox"/> Administrative |

1.13. Current Precinct: 1st 2nd 3rd 4th 5th

1.14. Current Shift: 1st 2nd 3rd Rotating

1.15. Have you ever discharged your firearm in the line of duty? Yes / No

1.16. Have you ever had a citizen's complaint filed against you? Yes / No

1.16a. If yes, how many complaints? 1 2-5 6-10 11+

1.17. Have you ever been the subject of an internal affairs investigation? Yes / No

1.18. In your opinion, what are the most important tasks for law enforcement? Rank the **3 highest** priorities: "1" = most important, "2" = second most important, and "3" = third most important.

___ Be a role model and/or mentor to youth

___ Communicate with victims of crime about the status of their case

___ Respond to all calls for service quickly

- ___ Make arrests and issue summonses
- ___ Develop positive relationships with people in neighborhoods I serve
- ___ Protect the constitutional rights of all citizens
- ___ Improve the quality of life for all members of the community
- ___ Control the streets

Section 2: Job Satisfaction

	Strongly Disagree				Strongly Agree	
	1	2	3	4	5	6
2.1. As a police officer, I believe I occupy a position of special importance in society.	1	2	3	4	5	6
2.2. I feel a sense of pride in doing my job.	1	2	3	4	5	6
2.3. I feel I am being paid fairly for the work I do.	1	2	3	4	5	6
2.4. The daily tasks that I perform for my job are what I expected them to be when I first became an officer.	1	2	3	4	5	6
2.5. I feel that the local community I police values the work I do.	1	2	3	4	5	6
2.6. I feel that my supervisors support me in the work I do.	1	2	3	4	5	6
2.7. Generally, in my precinct, my fellow officers treat me with respect.	1	2	3	4	5	6
2.8. Generally, in my precinct, my supervisors treat me with respect.	1	2	3	4	5	6
2.9. NPD command staff treats employees the same regardless of their:						
2.9a. Race	1	2	3	4	5	6
2.9b. Ethnicity	1	2	3	4	5	6
2.9c. Gender	1	2	3	4	5	6
2.9d. Sexual Orientation	1	2	3	4	5	6
2.10. My precinct provides a quality work environment.	1	2	3	4	5	6
2.11. I receive the training I need from the police department that helps me do my job.	1	2	3	4	5	6
2.12. I receive quality equipment from the police department that helps me do my job.	1	2	3	4	5	6
2.13. The goals of this organization are clear to me.	1	2	3	4	5	6

2.14. I understand clearly what type of behavior will result in discipline within my department.	1	2	3	4	5	6
2.15. NPD's investigation of civilian complaints is fair.	1	2	3	4	5	6
2.16. My agency's policies are designed to allow employees to have a voice in agency decisions (e.g., assignment changes, discipline).	1	2	3	4	5	6
2.17. I trust the direction that my department's command staff is taking our agency.	1	2	3	4	5	6
2.18. NPD policies clearly define how to interact with people who exhibit symptoms of mental illness, in order to get them the help they need.	1	2	3	4	5	6
2.19. NPD provides the training, resources and tools that I need to safely resolve situations involving individuals who are in crisis situations.	1	2	3	4	5	6

Section 3: Community Policing, Police Legitimacy, and Procedural Justice

	Strongly Disagree			Strongly Agree		
3.1. The manner in which I interact with civilians influences the way the community perceives the police department.	1	2	3	4	5	6
3.2. I feel my job helps the community.	1	2	3	4	5	6
3.3. I routinely work with community members in my daily duties.	1	2	3	4	5	6
3.4. Youth programs improve relations between the police and community.	1	2	3	4	5	6
3.5. Law enforcement strategies in my precinct promote community relations.	1	2	3	4	5	6
3.6. To do their jobs well, police officers need to try to solve non-crime problems in their patrol areas.	1	2	3	4	5	6
3.7. Performance evaluation measures for NPD encourage officers to engage in community policing.	1	2	3	4	5	6
3.8. Community policing is most effective when there is a specialized community policing unit responsible for it.	1	2	3	4	5	6
3.9. The community has confidence in NPD to reduce crime.	1	2	3	4	5	6
3.10. The fact that I could be filmed or recorded by civilians:						
a. Makes me change my approach to the situation	1	2	3	4	5	6
b. Makes me less aggressive	1	2	3	4	5	6
c. Makes me less likely to get involved	1	2	3	4	5	6
3.11. Community complaints about NPD change the way NPD officers perform their jobs.	1	2	3	4	5	6
3.12. Fear of being unfairly disciplined changes the way many police officers do their jobs.	1	2	3	4	5	6

3.13. I am afraid I will be punished for making an honest mistake.	1	2	3	4	5	6
3.14. NPD command staff takes a tough stance on improper behavior by police.	1	2	3	4	5	6
3.15. It is not unusual for a police officer in Newark to turn a blind eye to improper conduct by other officers.	1	2	3	4	5	6
3.16. An officer in Newark who reports another officer's misconduct is likely to be given the cold shoulder by fellow officers.	1	2	3	4	5	6
3.17. Police officers in Newark treat white people better than they do black people.	1	2	3	4	5	6
3.18. Police officers in Newark treat white people better than they do people who are Latino.	1	2	3	4	5	6
3.19. Police officers in Newark often treat people who are lesbian, gay, bisexual or transgender with less respect than others.	1	2	3	4	5	6
3.20. Police officers in Newark treat people who do not speak English with less respect than English speakers.	1	2	3	4	5	6
3.21. Police officers in Newark are more likely to use physical force against black people than against white people in similar situations.	1	2	3	4	5	6
3.22. Police officers in Newark are more likely to use physical force against people who are Latino than against white people in similar situations.	1	2	3	4	5	6

Section 4: Police-Community Relations

	Strongly Disagree			Strongly Agree		
4.1. Generally, officers in my precinct are respected by adults in the community.	1	2	3	4	5	6
4.2. Generally, officers in my precinct are respected by juveniles in the community.	1	2	3	4	5	6
4.3. Generally, residents in the community I work in trust NPD.	1	2	3	4	5	6
4.4. Generally, NPD today receives more support from the community than one year ago.	1	2	3	4	5	6
4.5. The community does not understand the risks officers face in their job.	1	2	3	4	5	6
4.6. Being a police officer is a dangerous job.	1	2	3	4	5	6
4.7. My career has been negatively affected by citizen complaints.	1	2	3	4	5	6
4.8. Having police wear cameras improves relations between the police and community.	1	2	3	4	5	6
4.9. Footage from police officers' body-worn cameras should be made available to the public.	1	2	3	4	5	6

4.10. When wearing a camera, officers are less likely to use force even when it is necessary.	1	2	3	4	5	6
4.11. Repeated media coverage questioning police use of force has:						
a. Made it more difficult to do my job.	1	2	3	4	5	6
b. Made it more dangerous to be a law enforcement officer.	1	2	3	4	5	6
c. Caused me to be more apprehensive about using force even though it may be necessary.	1	2	3	4	5	6
d. Caused me to be less likely to want to work with community members to solve local problems.	1	2	3	4	5	6
e. Made it less enjoyable to have a career in law enforcement.	1	2	3	4	5	6
f. Caused my coworkers to be more apprehensive about using force even though it may be necessary.	1	2	3	4	5	6

Appendix C: Frequency Tables for Individual Survey Items

As a police officer, I believe I occupy a position of special importance in society.								
(NA = 18)	2017			2019			Cum. % Point Change	% Point Change
	N = 998	Percent	Cumulative Percent	N = 467	Percent	Cumulative Percent		
Strongly Disagree	22	2.2	2.2	23	4.9	4.9	2.7	2.7
Disagree	11	1.1	3.3	6	1.3	6.2	2.9	0.2
Weakly Disagree	38	3.8	7.1	28	6.0	12.2	5.1	2.2
Weakly Agree	102	10.2	17.3	40	8.6	20.8	3.5	-1.6
Agree	226	22.7	40	90	19.3	40.0	0.0	-3.4
Strongly Agree	599	60	100	280	60.0	100.0	0.0	0.0

I feel a sense of pride in doing my job.								
(NA = 17)	2017			2019			Cum. % Point Change	% Point Change
	N = 1000	Percent	Cumulative Percent	N = 476	Percent	Cumulative Percent		
Strongly Disagree	21	2.1	2.1	18	3.8	3.8	1.7	1.7
Disagree	12	1.2	3.3	6	1.3	5.0	1.7	0.1
Weakly Disagree	16	1.6	4.9	17	3.6	8.6	3.7	2.0
Weakly Agree	57	5.7	10.6	26	5.5	14.1	3.5	-0.2
Agree	179	17.9	28.5	77	16.2	30.3	1.8	-1.7
Strongly Agree	715	71.5	100	332	69.7	100.0	0.0	-1.8

I feel I am being paid fairly for the work I do.								
(NA = 16)	2017			2019			Cum. % Point Change	% Point Change
	N = 994	Percent	Cumulative Percent	N = 477	Percent	Cumulative Percent		
Strongly Disagree	128	6.3	6.3	115	24.1	24.1	17.8	17.8
Disagree	104	9.7	16.0	51	10.7	34.8	18.8	1.0
Weakly Disagree	188	17.9	33.9	96	20.1	54.9	21.0	2.2
Weakly Agree	254	26.2	60.1	113	23.7	78.6	18.5	-2.5
Agree	170	22.6	82.7	66	13.8	92.5	9.8	-8.8
Strongly Agree	150	17.3	100.0	36	7.5	100.0	0.0	-9.8

The daily tasks that I perform for my job are what I expected them to be when I first become an officer.								
(NA = 16)	2017			2019			Cum. % Point Change	% Point Change
	N = 994	Percent	Cumulative Percent	N = 476	Percent	Cumulative Percent		
Strongly Disagree	63	6.3	6.3	50	10.5	10.5	4.2	4.2
Disagree	96	9.7	16	54	11.3	21.8	5.8	1.6
Weakly Disagree	178	17.9	33.9	92	19.3	41.2	7.3	1.4
Weakly Agree	260	26.2	60.1	127	26.7	67.9	7.8	0.5
Agree	225	22.6	82.7	96	20.2	88.0	5.3	-2.4
Strongly Agree	172	17.3	100	57	12.0	100.0	0.0	-5.3

I feel that the local community I police values the work I do.								
(NA = 15)	2017			2019			Cum. % Point Change	% Point Change
	N = 996	Percent	Cumulative Percent	N = 478	Percent	Cumulative Percent		
Strongly Disagree	124	12.5	12.5	80	16.7	16.7	4.2	4.2
Disagree	137	13.8	26.2	76	15.9	32.6	6.4	2.1
Weakly Disagree	212	21.3	47.5	110	23.0	55.6	8.1	1.7
Weakly Agree	241	24.2	71.7	105	22.0	77.6	5.9	-2.2
Agree	148	14.9	86.6	64	13.4	91.0	4.4	-1.5
Strongly Agree	134	13.5	100	43	9.0	100.0	0.0	-4.5

I feel that my supervisors support me in the work I do.								
(NA = 215)	2017			2019			Cum. % Point Change	% Point Change
	N = 1003	Percent	Cumulative Percent	N = 278	Percent	Cumulative Percent		
Strongly Disagree	42	4.2	4.2	9	3.2	3.2	-1.0	-1.0
Disagree	60	6	10.2	9	3.2	6.5	-3.7	-2.8
Weakly Disagree	87	8.7	18.8	34	12.2	18.7	-0.1	3.5
Weakly Agree	186	18.5	37.4	61	21.9	40.6	3.2	3.4
Agree	329	32.8	70.2	91	32.7	73.4	3.2	-0.1

Strongly Agree	299	29.8	100	74	26.6	100.0	0.0	-3.2
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Generally, in my precinct, my fellow officers treat me with respect.								
(NA = 20)	2017			2019			Cum. % Point Change	% Point Change
	N = 994	Percent	Cumulative Percent	N = 473	Percent	Cumulative Percent		
Strongly Disagree	14	1.4	1.4	12	2.5	2.5	1.1	1.1
Disagree	17	1.7	3.1	9	1.9	4.4	1.3	0.2
Weakly Disagree	18	1.8	4.9	12	2.5	7.0	2.1	0.7
Weakly Agree	73	7.3	12.3	33	7.0	14.0	1.7	-0.3
Agree	326	32.8	45	131	27.7	41.6	-3.4	-5.1
Strongly Agree	547	55	100	276	58.4	100.0	0.0	3.4

Generally, in my precinct, my supervisors treat me with respect.								
(NA = 20)	2017			2019			Cum. % Point Change	% Point Change
	N = 995	Percent	Cumulative Percent	N = 473	Percent	Cumulative Percent		
Strongly Disagree	20	2	2	12	2.5	2.5	0.5	0.5
Disagree	24	2.4	4.4	11	2.3	4.9	0.5	-0.1
Weakly Disagree	37	3.7	8.2	26	5.5	10.4	2.2	1.8
Weakly Agree	97	9.8	17.9	42	8.9	19.2	1.3	-0.9
Agree	327	32.9	50.8	113	23.9	43.1	-7.7	-9.0
Strongly Agree	489	49.2	100	269	56.9	100.0	0.0	7.7

NPD command staff treats employees the same regardless of their race.								
(NA = 26)	2017			2019			Cum. % Point Change	% Point Change
	N = 995	Percent	Cumulative Percent	N = 467	Percent	Cumulative Percent		
Strongly Disagree	115	11.6	11.6	59	12.6	12.6	1.0	1.0

Disagree	87	8.7	20.3	31	6.6	19.3	-1.0	-2.1
Weakly Disagree	142	14.3	34.7	58	12.4	31.7	-3.0	-1.9
Weakly Agree	160	16.1	50.7	77	16.5	48.2	-2.5	0.4
Agree	195	19.6	70.3	70	15.0	63.2	-7.1	-4.6
Strongly Agree	296	29.8	100	172	36.8	100.0	0.0	7.0

NPD command staff treats employees the same regardless of their ethnicity.									
	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 37)	N = 967	Percent	Cumulative Percent	N = 456	Percent			Cumulative Percent
Strongly Disagree		105	10.9	10.9	56	12.3	12.3	1.4	1.4
Disagree		77	8	18.8	27	5.9	18.2	-0.6	-2.1
Weakly Disagree		135	14	32.8	60	13.2	31.4	-1.4	-0.8
Weakly Agree		154	16	48.7	68	14.9	46.3	-2.4	-1.1
Agree		194	20.1	68.8	76	16.7	62.9	-5.9	-3.4
Strongly Agree		302	31.2	100	169	37.1	100.0	0.0	5.9

NPD command staff treats employees the same regardless of their gender.									
	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 38)	N = 966	Percent	Cumulative Percent	N = 455	Percent			Cumulative Percent
Strongly Disagree		101	10.5	10.5	51	11.2	11.2	0.7	0.7
Disagree		81	8.4	18.8	31	6.8	18.0	-0.8	-1.6
Weakly Disagree		138	14.3	33.1	49	10.8	28.8	-4.3	-3.5
Weakly Agree		152	15.7	48.9	83	18.2	47.0	-1.9	2.5
Agree		190	19.7	68.5	78	17.1	64.2	-4.3	-2.6
Strongly Agree		304	31.5	100	163	35.8	100.0	0.0	4.3

NPD command staff treats employees the same regardless of their sexual orientation.									
	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 40)	N = 958	Percent	Cumulative Percent	N = 453	Percent			Cumulative Percent
Strongly Disagree		88	9.2	9.2	35	7.7	7.7	-1.5	-1.5
Disagree		58	6.1	15.2	20	4.4	12.1	-3.1	-1.7
Weakly Disagree		132	13.8	29	53	11.7	23.8	-5.2	-2.1
Weakly Agree		152	15.9	44.9	68	15.0	38.9	-6.0	-0.9

Agree	197	20.6	65.5	84	18.5	57.4	-8.1	-2.1
Strongly Agree	331	34.6	100	193	42.6	100.0	0.0	8.0

My precinct provides a quality work environment.								
(NA = 26)	2017			2019			Cum. % Point Change	% Point Change
	N = 983	Percent	Cumulative Percent	N = 467	Percent	Cumulative Percent		
Strongly Disagree	71	7.2	7.2	32	6.9	6.9	-0.3	-0.3
Disagree	95	9.7	16.9	31	6.6	13.5	-3.4	-3.1
Weakly Disagree	139	14.1	31	48	10.3	23.8	-7.2	-3.8
Weakly Agree	227	23.1	54.1	87	18.6	42.4	-11.7	-4.5
Agree	233	23.7	77.8	132	28.3	70.7	-7.1	4.6
Strongly Agree	218	22.2	100	137	29.3	100.0	0.0	7.1

I receive the training I need from the police department that helps me do my job.								
(NA = 17)	2017			2019			Cum. % Point Change	% Point Change
	N = 998	Percent	Cumulative Percent	N = 476	Percent	Cumulative Percent		
Strongly Disagree	128	12.8	12.8	39	8.2	8.2	-4.6	-4.6
Disagree	169	16.9	29.8	49	10.3	18.5	-11.3	-6.6
Weakly Disagree	197	19.7	49.5	95	20.0	38.4	-11.1	0.3
Weakly Agree	225	22.6	72	110	23.1	61.6	-10.4	0.5
Agree	151	15.1	87.2	96	20.2	81.7	-5.5	5.1
Strongly Agree	128	12.8	100	87	18.3	100.0	0.0	5.5

I receive quality equipment I need from the police department that helps me do my job.								
(NA = 18)	2017			2019			Cum. % Point Change	% Point Change
	N = 993	Percent	Cumulative Percent	N = 475	Percent	Cumulative Percent		

Strongly Disagree	195	19.6	19.6	75	15.8	15.8	-3.8	-3.8
Disagree	193	19.4	39.1	79	16.6	32.4	-6.7	-2.8
Weakly Disagree	200	20.1	59.2	96	20.2	52.6	-6.6	0.1
Weakly Agree	207	20.9	80.1	104	21.9	74.5	-5.6	1.0
Agree	118	11.9	91.9	65	13.7	88.2	-3.7	1.8
Strongly Agree	80	8.1	100	56	11.8	100.0	0.0	3.7

The goals of this organization are clear to me.								
(NA = 20)	2017			2019			Cum. % Point Change	% Point Change
	N = 994	Percent	Cumulative Percent	N = 473	Percent	Cumulative Percent		
Strongly Disagree	43	4.3	4.3	27	5.7	5.7	1.4	1.4
Disagree	55	5.5	9.9	33	7.0	12.7	2.8	1.5
Weakly Disagree	124	12.5	22.3	63	13.3	26.0	3.7	0.8
Weakly Agree	207	20.8	43.2	97	20.5	46.5	3.3	-0.3
Agree	308	31	74.1	127	26.8	73.4	-0.7	-4.2
Strongly Agree	257	25.9	100	126	26.6	100.0	0.0	0.7

I understand clearly what type of behavior will result in discipline within my department.								
(NA = 20)	2017			2019			Cum. % Point Change	% Point Change
	N = 989	Percent	Cumulative Percent	N = 473	Percent	Cumulative Percent		
Strongly Disagree	27	2.7	2.7	27	5.7	5.7	3.0	3.0
Disagree	26	2.6	5.4	16	3.4	9.1	3.7	0.8
Weakly Disagree	77	7.8	13.1	35	7.4	16.5	3.4	-0.4
Weakly Agree	128	12.9	26.1	61	12.9	29.4	3.3	0.0
Agree	293	29.6	55.7	125	26.4	55.8	0.1	-3.2
Strongly Agree	438	44.3	100	209	44.2	100.0	0.0	-0.1

NPD's investigation of civilian complaints is fair.								
(NA = 28)	2017			2019			Cum. % Point Change	% Point Change
	N = 987	Percent	Cumulative Percent	N = 465	Percent	Cumulative Percent		
Strongly Disagree	87	8.8	8.8	70	15.1	15.1	6.3	6.3
Disagree	87	8.8	17.6	38	8.2	23.2	5.6	-0.6
Weakly Disagree	145	14.7	32.3	78	16.8	40.0	7.7	2.1
Weakly Agree	266	27	59.3	94	20.2	60.2	0.9	-6.8
Agree	235	23.8	83.1	100	21.5	81.7	-1.4	-2.3
Strongly Agree	167	16.9	100	85	18.3	100.0	0.0	1.4

My agency's policies are designed to allow employees to have a voice in agency decisions (e.g., assignment changes, discipline).								
(NA = 25)	2017			2019			Cum. % Point Change	% Point Change
	N = 992	Percent	Cumulative Percent	N = 468	Percent	Cumulative Percent		
Strongly Disagree	224	22.6	22.6	127	27.1	27.1	4.5	4.5
Disagree	190	19.2	41.7	61	13.0	40.2	-1.5	-6.2
Weakly Disagree	202	20.4	62.1	92	19.7	59.8	-2.3	-0.7
Weakly Agree	214	21.6	83.7	94	20.1	79.9	-3.8	-1.5
Agree	94	9.5	93.2	57	12.2	92.1	-1.1	2.7
Strongly Agree	68	6.9	100	37	7.9	100.0	0.0	1.0

I trust the direction that my department's command staff is taking our agency.								
(NA = 24)	2017			2019			Cum. % Point Change	% Point Change
	N = 994	Percent	Cumulative Percent	N = 469	Percent	Cumulative Percent		
Strongly Disagree	56	5.6	5.6	43	9.2	9.2	3.6	3.6
Disagree	85	8.6	14.2	32	6.8	16.0	1.8	-1.8
Weakly Disagree	146	14.7	28.9	81	17.3	33.3	4.4	2.6
Weakly Agree	252	25.4	54.2	115	24.5	57.8	3.6	-0.9
Agree	261	26.3	80.5	119	25.4	83.2	2.7	-0.9
Strongly Agree	194	19.5	100	79	16.8	100.0	0.0	-2.7

NPD policies clearly define how to interact with people who exhibit symptoms of mental illness, in order to get them the help they need.								
(NA = 24)	2017			2019			Cum. % Point Change	% Point Change
	N = 993	Percent	Cumulative Percent	N = 469	Percent	Cumulative Percent		
Strongly Disagree	78	7.9	7.9	27	5.8	5.8	-2.1	-2.1
Disagree	117	11.8	19.6	35	7.5	13.2	-6.4	-4.3
Weakly Disagree	184	18.5	38.2	76	16.2	29.4	-8.8	-2.3
Weakly Agree	239	24.1	62.2	112	23.9	53.3	-8.9	-0.2
Agree	228	23	85.2	121	25.8	79.1	-6.1	2.8
Strongly Agree	147	14.8	100	98	20.9	100.0	0.0	6.1

NPD provides the training, resources, and tools that I need to safely resolve situations involving individuals who are in crisis situations.								
(NA = 22)	2017			2019			Cum. % Point Change	% Point Change
	N = 998	Percent	Cumulative Percent	N = 471	Percent	Cumulative Percent		
Strongly Disagree	128	12.8	12.8	45	9.6	9.6	-3.2	-3.2
Disagree	176	17.6	30.5	44	9.3	18.9	-11.6	-8.3
Weakly Disagree	205	20.5	51	95	20.2	39.1	-11.9	-0.3
Weakly Agree	218	21.8	72.9	115	24.4	63.5	-9.4	2.6
Agree	154	15.4	88.3	98	20.8	84.3	-4.0	5.4
Strongly Agree	117	11.7	100	74	15.7	100.0	0.0	4.0

The manner in which I interact with civilians influences the way the community perceives the police department.								
(NA = 45)	2017			2019			Cum. % Point Change	% Point Change
	N = 999	Percent	Cumulative Percent	N = 448	Percent	Cumulative Percent		
Strongly Disagree	20	2	2	12	2.7	2.7	0.7	0.7
Disagree	15	1.5	3.5	7	1.6	4.2	0.7	0.1

Weakly Disagree	31	3.1	6.6	17	3.8	8.0	1.4	0.7
Weakly Agree	100	10	16.6	55	12.3	20.3	3.7	2.3
Agree	229	22.9	39.5	95	21.2	41.5	2.0	-1.7
Strongly Agree	604	60.5	100	262	58.5	100.0	0.0	-2.0

I feel my job helps the community.									
(NA = 43)	2017			2019			Cum. % Point Change	% Point Change	
	N = 1001	Percent	Cumulative Percent	N = 450	Percent	Cumulative Percent			
Strongly Disagree	13	1.3	1.3	8	1.8	1.8	0.5	0.5	
Disagree	15	1.5	2.8	5	1.1	2.9	0.1	-0.4	
Weakly Disagree	34	3.4	6.2	26	5.8	8.7	2.5	2.4	
Weakly Agree	119	11.9	18.1	63	14.0	22.7	4.6	2.1	
Agree	268	26.8	44.9	129	28.7	51.3	6.4	1.9	
Strongly Agree	552	55.1	100	219	48.7	100.0	0.0	-6.4	

I routinely work with community members in my daily duties.									
(NA = 48)	2017			2019			Cum. % Point Change	% Point Change	
	N = 983	Percent	Cumulative Percent	N = 445	Percent	Cumulative Percent			
Strongly Disagree	86	8.8	8.8	31	7.0	7.0	-1.8	-1.8	
Disagree	69	7	15.8	37	8.3	15.3	-0.5	1.3	
Weakly Disagree	142	14.5	30.2	78	17.5	32.8	2.6	3.0	
Weakly Agree	252	25.6	55.9	116	26.1	58.9	3.0	0.5	
Agree	209	21.3	77.1	97	21.8	80.7	3.6	0.5	
Strongly Agree	225	22.9	100	86	19.3	100.0	0.0	-3.6	

Youth programs improve relations between the police and community.									
	2017			2019			Cum. % Point Change	% Point Change	
	N	Percent	Cumulative Percent	N	Percent	Cumulative Percent			

	2017			2019			Cum. % Point Change	% Point Change
	N = 993	Percent	Cumulative Percent	N = 444	Percent	Cumulative Percent		
(NA = 49)								
Strongly Disagree	21	2.1	2.1	13	2.9	2.9	0.8	0.8
Disagree	26	2.6	4.7	7	1.6	4.5	-0.2	-1.0
Weakly Disagree	46	4.6	9.4	39	8.8	13.3	3.9	4.2
Weakly Agree	132	13.3	22.7	61	13.7	27.0	4.3	0.4
Agree	252	25.4	48	124	27.9	55.0	7.0	2.5
Strongly Agree	516	52	100	200	45.0	100.0	0.0	-7.0

Law enforcement strategies in my precinct promote community relations.								
	2017			2019			Cum. % Point Change	% Point Change
	N = 975	Percent	Cumulative Percent	N = 437	Percent	Cumulative Percent		
(NA = 56)								
Strongly Disagree	48	4.9	4.9	17	3.9	3.9	-1.0	-1.0
Disagree	59	6.1	11	14	3.2	7.1	-3.9	-2.9
Weakly Disagree	145	14.9	25.9	51	11.7	18.8	-7.1	-3.2
Weakly Agree	282	28.9	54.8	112	25.6	44.4	-10.4	-3.3
Agree	234	24	78.8	121	27.7	72.1	-6.7	3.7
Strongly Agree	207	21.2	100	122	27.9	100.0	0.0	6.7

To do their jobs well, police officers need to try to solve non-crime problems in their patrol areas.								
	2017			2019			Cum. % Point Change	% Point Change
	N = 997	Percent	Cumulative Percent	N = 446	Percent	Cumulative Percent		
(NA = 47)								
Strongly Disagree	33	3.3	3.3	11	2.5	2.5	-0.8	-0.8
Disagree	38	3.8	7.1	12	2.7	5.2	-1.9	-1.1
Weakly Disagree	101	10.1	17.3	49	11.0	16.1	-1.2	0.9
Weakly Agree	248	24.9	42.1	127	28.5	44.6	2.5	3.6
Agree	331	33.2	75.3	134	30.0	74.7	-0.6	-3.2
Strongly Agree	246	24.7	100	113	25.3	100.0	0.0	0.6

Performance evaluation measures for NPD encourage officers to engage in community policing.								
	2017			2019			Cum. % Point Change	% Point Change
	N = 987	Percent	Cumulative Percent	N = 436	Percent	Cumulative Percent		
(NA = 57)								

Strongly Disagree	79	8	8	28	6.4	6.4	-1.6	-1.6
Disagree	83	8.4	16.4	26	6.0	12.4	-4.0	-2.4
Weakly Disagree	177	17.9	34.4	73	16.7	29.1	-5.3	-1.2
Weakly Agree	269	27.3	61.6	121	27.8	56.9	-4.7	0.5
Agree	213	21.6	83.2	104	23.9	80.7	-2.5	2.3
Strongly Agree	166	16.8	100	84	19.3	100.0	0.0	2.5

Community policing is most effective when there is a specialized community policing unit responsible for it.								
	2017			2019				
(NA = 58)	N = 981	Percent	Cumulative Percent	N = 435	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	80	8.2	8.2	32	7.4	7.4	-0.8	-0.8
Disagree	88	9	17.1	23	5.3	12.6	-4.5	-3.7
Weakly Disagree	142	14.5	31.6	67	15.4	28.0	-3.6	0.9
Weakly Agree	235	24	55.6	102	23.4	51.5	-4.1	-0.6
Agree	236	24.1	79.6	109	25.1	76.6	-3.0	1.0
Strongly Agree	200	20.4	100	102	23.4	100.0	0.0	3.0

The community has confidence in NPD to reduce crime.								
	2017			2019				
(NA = 51)	N = 994	Percent	Cumulative Percent	N = 442	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	126	12.7	12.7	38	8.6	8.6	-4.1	-4.1
Disagree	157	15.8	28.5	46	10.4	19.0	-9.5	-5.4
Weakly Disagree	233	23.4	51.9	104	23.5	42.5	-9.4	0.1
Weakly Agree	280	28.2	80.1	134	30.3	72.9	-7.2	2.1
Agree	125	12.6	92.7	72	16.3	89.1	-3.6	3.7
Strongly Agree	73	7.3	100	48	10.9	100.0	0.0	3.6

The fact that I could be filmed or recorded by civilians makes me change my approach to the situation.								
	2017			2019				
(NA = 54)	N = 983	Percent	Cumulative Percent	N = 439	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	402	40.9	40.9	179	40.8	40.8	-0.1	-0.1
Disagree	176	17.9	58.8	67	15.3	56.0	-2.8	-2.6
Weakly Disagree	109	11.1	69.9	54	12.3	68.3	-1.6	1.2
Weakly Agree	120	12.2	82.1	47	10.7	79.0	-3.1	-1.5
Agree	85	8.7	90.7	40	9.1	88.2	-2.5	0.4
Strongly Agree	91	9.3	100	52	11.8	100.0	0.0	2.5

The fact that I could be filmed or recorded by civilians makes me less aggressive.								
	2017			2019				
(NA = 57)	N = 977	Percent	Cumulative Percent	N = 436	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	388	39.7	39.7	172	39.4	39.4	-0.3	-0.3
Disagree	183	18.7	58.4	61	14.0	53.4	-5.0	-4.7
Weakly Disagree	131	13.4	71.9	66	15.1	68.6	-3.3	1.7
Weakly Agree	113	11.6	83.4	60	13.8	82.3	-1.1	2.2
Agree	77	7.9	91.3	30	6.9	89.2	-2.1	-1.0
Strongly Agree	85	8.7	100	47	10.8	100.0	0.0	2.1

The fact that I could be filmed or recorded by civilians makes me less likely to get involved.								
	2017			2019				
(NA = 56)	N = 973	Percent	Cumulative Percent	N = 437	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	485	49.9	49.9	221	50.6	50.6	0.7	0.7
Disagree	169	17.4	67.2	64	14.6	65.2	-2.0	-2.8

Weakly Disagree	100	10.3	77.5	47	10.8	76.0	-1.5	0.5
Weakly Agree	93	9.6	87.1	47	10.8	86.7	-0.4	1.2
Agree	56	5.8	92.8	25	5.7	92.4	-0.4	-0.1
Strongly Agree	70	7.2	100	33	7.6	100.0	0.0	0.4

Community complaints about NPD change the way NPD officers perform their jobs.									
	2017			2019					
(NA = 52)	N = 983	Percent	Cumulative Percent	N = 441	Percent	Cumulative Percent	Cum. % Point Change	% Point Change	
Strongly Disagree	83	8.4	8.4	42	9.5	9.5	1.1	1.1	
Disagree	70	7.1	15.6	28	6.3	15.9	0.3	-0.8	
Weakly Disagree	141	14.3	29.9	64	14.5	30.4	0.5	0.2	
Weakly Agree	212	21.6	51.5	120	27.2	57.6	6.1	5.6	
Agree	238	24.2	75.7	78	17.7	75.3	-0.4	-6.5	
Strongly Agree	239	24.3	100	109	24.7	100.0	0.0	0.4	

Fear of being unfairly disciplined changes the way many police officers do their jobs.									
	2017			2019					
(NA = 50)	N = 992	Percent	Cumulative Percent	N = 443	Percent	Cumulative Percent	Cum. % Point Change	% Point Change	
Strongly Disagree	55	5.5	5.5	17	3.8	3.8	-1.7	-1.7	
Disagree	45	4.5	10.1	14	3.2	7.0	-3.1	-1.3	
Weakly Disagree	85	8.6	18.7	51	11.5	18.5	-0.2	2.9	
Weakly Agree	159	16	34.7	91	20.5	39.1	4.4	4.5	
Agree	263	26.5	61.2	90	20.3	59.4	-1.8	-6.2	
Strongly Agree	385	38.8	100	180	40.6	100.0	0.0	1.8	

I am afraid I will be punished for making an honest mistake.									
	2017			2019					
(NA = 53)	N = 994	Percent	Cumulative Percent	N = 440	Percent	Cumulative Percent	Cum. % Point Change	% Point Change	
Strongly Disagree	115	11.6	11.6	30	6.8	6.8	-4.8	-4.8	
Disagree	73	7.3	18.9	39	8.9	15.7	-3.2	1.6	
Weakly Disagree	99	10	28.9	54	12.3	28.0	-0.9	2.3	
Weakly Agree	176	17.7	46.6	92	20.9	48.9	2.3	3.2	
Agree	217	21.8	68.4	77	17.5	66.4	-2.0	-4.3	
Strongly Agree	314	31.6	100	148	33.6	100.0	0.0	2.0	

NPD command staff takes a tough stance on improper behaviour by police.								
(NA = 53)	2017			2019			Cum. % Point Change	% Point Change
	N = 988	Percent	Cumulative Percent	N = 440	Percent	Cumulative Percent		
Strongly Disagree	30	3	3	15	3.4	3.4	0.4	0.4
Disagree	35	3.6	6.6	9	2.0	5.5	-1.1	-1.6
Weakly Disagree	73	7.4	14	40	9.1	14.5	0.5	1.7
Weakly Agree	197	19.9	33.9	76	17.3	31.8	-2.1	-2.6
Agree	304	30.8	64.7	124	28.2	60.0	-4.7	-2.6
Strongly Agree	349	35.3	100	176	40.0	100.0	0.0	4.7

It is not unusual for a police officer in Newark to turn a blind eye to improper conduct by other officers.								
(NA = 62)	2017			2019			Cum. % Point Change	% Point Change
	N = 989	Percent	Cumulative Percent	N = 431	Percent	Cumulative Percent		
Strongly Disagree	262	26.5	26.5	148	34.3	34.3	7.8	7.8
Disagree	196	19.8	46.3	92	21.3	55.7	9.4	1.5
Weakly Disagree	161	16.3	62.6	71	16.5	72.2	9.6	0.2
Weakly Agree	197	19.9	82.5	62	14.4	86.5	4.0	-5.5
Agree	103	10.4	92.9	25	5.8	92.3	-0.6	-4.6
Strongly Agree	70	7.1	100	33	7.7	100.0	0.0	0.6

An officer in Newark who reports another officer's misconduct is likely to be given the cold shoulder by fellow officers.								
(NA = 60)	2017			2019			Cum. % Point Change	% Point Change
	N = 988	Percent	Cumulative Percent	N = 433	Percent	Cumulative Percent		
Strongly Disagree	193	19.5	19.5	88	20.3	20.3	0.8	0.8

Disagree	132	13.4	32.9	65	15.0	35.3	2.4	1.6
Weakly Disagree	167	16.9	49.8	91	21.0	56.4	6.6	4.1
Weakly Agree	193	19.5	69.3	97	22.4	78.8	9.5	2.9
Agree	153	15.5	84.8	41	9.5	88.2	3.4	-6.0
Strongly Agree	150	15.2	100	51	11.8	100.0	0.0	-3.4

Police officers in Newark treat white people better than they do black people.								
	2017			2019				
(NA = 55)	N = 989	Percent	Cumulative Percent	N = 438	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	573	57.9	57.9	281	64.2	64.2	6.3	6.3
Disagree	149	15.1	73	53	12.1	76.3	3.3	-3.0
Weakly Disagree	77	7.8	80.8	33	7.5	83.8	3.0	-0.3
Weakly Agree	72	7.3	88.1	34	7.8	91.6	3.5	0.5
Agree	48	4.9	92.9	18	4.1	95.7	2.8	-0.8
Strongly Agree	70	7.1	100	19	4.3	100.0	0.0	-2.8

Police officers in Newark treat white people better than they do people who are Latino.								
	2017			2019				
(NA = 56)	N = 989	Percent	Cumulative Percent	N = 437	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	571	57.7	57.7	280	64.1	64.1	6.4	6.4
Disagree	152	15.4	73.1	56	12.8	76.9	3.8	-2.6
Weakly Disagree	86	8.7	81.8	32	7.3	84.2	2.4	-1.4
Weakly Agree	80	8.1	89.9	39	8.9	93.1	3.2	0.8
Agree	44	4.5	94.3	16	3.7	96.8	2.5	-0.8
Strongly Agree	56	5.7	100	14	3.2	100.0	0.0	-2.5

Police officers in Newark often treat people who are lesbian, gay, bisexual, or transgender with less respect than others.
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	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 56)	N = 991	Percent	Cumulative Percent	N = 437	Percent			Cumulative Percent
Strongly Disagree		601	60.7	60.7	303	69.3	69.3	8.6	8.6
Disagree		175	17.7	78.3	61	14.0	83.3	5.0	-3.7
Weakly Disagree		94	9.5	87.8	26	5.9	89.2	1.4	-3.6
Weakly Agree		57	5.8	93.5	29	6.6	95.9	2.4	0.8
Agree		41	4.1	97.7	11	2.5	98.4	0.7	-1.6
Strongly Agree		23	2.3	100	7	1.6	100.0	0.0	-0.7

0.0

Police officers in Newark treat people who do not speak English with less respect than English speakers.

	2017			2019			Cum. % Point Change	% Point Change	
	(NA =56)	N = 993	Percent	Cumulative Percent	N = 437	Percent			Cumulative Percent
Strongly Disagree		557	56.1	56.1	283	64.8	64.8	8.7	8.7
Disagree		178	17.9	74	59	13.5	78.3	4.3	-4.4
Weakly Disagree		119	12	86	36	8.2	86.5	0.5	-3.8
Weakly Agree		77	7.8	93.8	35	8.0	94.5	0.7	0.2
Agree		33	3.3	97.1	15	3.4	97.9	0.8	0.1
Strongly Agree		29	2.9	100	9	2.1	100.0	0.0	-0.8

Police officers in Newark are more likely to use physical force against black people than white people in similar situations.

	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 63)	N = 991	Percent	Cumulative Percent	N = 430	Percent			Cumulative Percent
Strongly Disagree		604	61	61	298	69.3	69.3	8.3	8.3
Disagree		135	13.6	74.6	46	10.7	80.0	5.4	-2.9
Weakly Disagree		81	8.2	82.7	33	7.7	87.7	5.0	-0.5
Weakly Agree		59	6	88.7	23	5.3	93.0	4.3	-0.7
Agree		52	5.3	94	13	3.0	96.0	2.0	-2.3
Strongly Agree		60	6.1	100	17	4.0	100.0	0.0	-2.1

Police officers in Newark are more likely to use physical force against people who are Latino than white people in similar situations.

	2017			2019			Cum. % Point	% Point Change
	(NA = 62)	N = 989	Percent	Cumulative Percent	N = 431	Percent		

							<i>Change</i>	
Strongly Disagree	606	61.3	61.3	302	70.1	70.1	8.8	8.8
Disagree	132	13.4	74.6	52	12.1	82.1	7.5	-1.3
Weakly Disagree	94	9.5	84.1	28	6.5	88.6	4.5	-3.0
Weakly Agree	65	6.6	90.7	27	6.3	94.9	4.2	-0.3
Agree	53	5.4	76.1	13	3.0	97.9	21.8	-2.4
Strongly Agree	39	3.9	100	9	2.1	100.0	0.0	-1.8

Generally, officers in my precinct are respected by adults in the community.								
	<i>2017</i>			<i>2019</i>				
<i>(NA = 65)</i>	<i>N = 990</i>	<i>Percent</i>	<i>Cumulative Percent</i>	<i>N = 428</i>	<i>Percent</i>	<i>Cumulative Percent</i>	<i>Cum. % Point Change</i>	<i>% Point Change</i>
Strongly Disagree	37	3.7	3.7	17	4.0	4.0	0.3	0.3
Disagree	48	4.9	8.6	12	2.8	6.8	-1.8	-2.1
Weakly Disagree	120	12.1	20.7	65	15.2	22.0	1.3	3.1
Weakly Agree	293	29.6	50.3	128	29.9	51.9	1.6	0.3
Agree	319	32.2	82.5	124	29.0	80.8	-1.7	-3.2
Strongly Agree	173	17.5	100	82	19.2	100.0	0.0	1.7

Generally, officers in my precinct are respected by juveniles in the community.								
	<i>2017</i>			<i>2019</i>				
<i>(NA = 70)</i>	<i>N = 987</i>	<i>Percent</i>	<i>Cumulative Percent</i>	<i>N = 423</i>	<i>Percent</i>	<i>Cumulative Percent</i>	<i>Cum. % Point Change</i>	<i>% Point Change</i>
Strongly Disagree	151	15.3	15.3	76	18.0	18.0	2.7	2.7
Disagree	192	19.5	34.8	57	13.5	31.4	-3.4	-6.0
Weakly Disagree	211	21.4	56.1	95	22.5	53.9	-2.2	1.1
Weakly Agree	222	22.5	78.6	106	25.1	79.0	0.4	2.6
Agree	145	14.7	93.3	53	12.5	91.5	-1.8	-2.2
Strongly Agree	66	6.7	100	36	8.5	100.0	0.0	1.8

Generally, residents in the community I work in trust NPD.									
	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 68)	N = 994	Percent	Cumulative Percent	N = 425	Percent			Cumulative Percent
Strongly Disagree		82	8.3	8.3	34	8.0	8.0	-0.3	-0.3
Disagree		112	11.3	19.5	31	7.3	15.3	-4.2	-4.0
Weakly Disagree		223	22.4	42	97	22.8	38.1	-3.9	0.4
Weakly Agree		319	32.1	74	147	34.6	72.7	-1.3	2.5
Agree		174	17.5	91.6	83	19.5	92.2	0.6	2.0
Strongly Agree		84	8.5	100	33	7.8	100.0	0.0	-0.7

Generally, NPD today receives more support from the community than one year ago.									
	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 73)	N = 992	Percent	Cumulative Percent	N = 420	Percent			Cumulative Percent
Strongly Disagree		147	14.8	14.8	38	9.0	9.0	-5.8	-5.8
Disagree		150	15.1	29.9	33	7.9	16.9	-13.0	-7.2
Weakly Disagree		226	22.8	52.7	86	20.5	37.4	-15.3	-2.3
Weakly Agree		246	24.8	77.5	137	32.6	70.0	-7.5	7.8
Agree		149	15	92.5	79	18.8	88.8	-3.7	3.8
Strongly Agree		74	7.5		47	11.2	100.0	100.0	3.7

The community does not understand the risks officers face in their job.									
	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 64)	N = 996	Percent	Cumulative Percent	N = 429	Percent			Cumulative Percent
Strongly Disagree		42	4.2	4.2	8	1.9	1.9	-2.3	-2.3
Disagree		37	3.7	7.9	9	2.1	4.0	-3.9	-1.6
Weakly Disagree		52	5.2	13.2	30	7.0	11.0	-2.2	1.8
Weakly Agree		103	10.3	23.5	63	14.7	25.6	2.1	4.4
Agree		247	24.8	48.3	101	23.5	49.2	0.9	-1.3
Strongly Agree		515	51.7	100	218	50.8	100.0	0.0	-0.9

Being a police officer is a dangerous job.								
(NA = 65)	2017			2019			Cum. % Point Change	% Point Change
	N = 995	Percent	Cumulative Percent	N = 428	Percent	Cumulative Percent		
Strongly Disagree	25	2.5	2.5	5	1.2	1.2	-1.3	-1.3
Disagree	5	0.5	3	1	0.2	1.4	-1.6	-0.3
Weakly Disagree	10	1	4	7	1.6	3.0	-1.0	0.6
Weakly Agree	25	2.5	6.5	12	2.8	5.8	-0.7	0.3
Agree	148	14.9	21.4	60	14.0	19.9	-1.5	-0.9
Strongly Agree	782	78.6	100	343	80.1	100.0	0.0	1.5

My career has been negatively affected by citizen complaints.								
(NA = 67)	2017			2019			Cum. % Point Change	% Point Change
	N = 992	Percent	Cumulative Percent	N = 426	Percent	Cumulative Percent		
Strongly Disagree	503	50.7	50.7	207	48.6	48.6	-2.1	-2.1
Disagree	169	17	67.7	79	18.5	67.1	-0.6	1.5
Weakly Disagree	113	11.4	79.1	51	12.0	79.1	0.0	0.6
Weakly Agree	94	9.5	88.6	47	11.0	90.1	1.5	1.5
Agree	34	3.4	92	21	4.9	95.1	3.1	1.5
Strongly Agree	79	8	100	21	4.9	100.0	0.0	-3.1

Having police wear cameras improves relations between the police and community.								
(NA = 63)	2017			2019			Cum. % Point Change	% Point Change
	N = 997	Percent	Cumulative Percent	N = 430	Percent	Cumulative Percent		
Strongly Disagree	108	10.8	10.8	57	13.3	13.3	2.5	2.5
Disagree	58	5.8	16.7	29	6.7	20.0	3.3	0.9
Weakly Disagree	128	12.8	29.5	62	14.4	34.4	4.9	1.6

	2017			2019				
(NA = 66)	N = 988	Percent	Cumulative Percent	N = 427	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Weakly Agree	222	22.3	51.8	110	25.6	60.0	8.2	3.3
Agree	212	21.3	73	83	19.3	79.3	6.3	-2.0
Strongly Agree	269	27	100	89	20.7	100.0	0.0	-6.3

Footage from police officers' body-worn cameras should be made available to the public.

	2017			2019				
(NA =68)	N = 989	Percent	Cumulative Percent	N = 425	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	190	19.2	19.2	81	19.1	19.1	-0.1	-0.1
Disagree	127	12.8	32.1	37	8.7	27.8	-4.3	-4.1
Weakly Disagree	167	16.9	48.9	76	17.9	45.6	-3.3	1.0
Weakly Agree	189	19.1	68.1	84	19.8	65.4	-2.7	0.7
Agree	159	16.1	84.1	58	13.6	79.1	-5.0	-2.5
Strongly Agree	157	15.9	100	89	20.9	100.0	0.0	5.0

When wearing a camera, officers are less likely to use force even when it is necessary.

	2017			2019				
(NA =62)	N = 999	Percent	Cumulative Percent	N = 431	Percent	Cumulative Percent	Cum. % Point Change	% Point Change
Strongly Disagree	107	10.7	10.7	51	11.8	11.8	1.1	1.1
Disagree	83	8.3	19	33	7.7	19.5	0.5	-0.6
Weakly Disagree	88	8.8	27.8	58	13.5	32.9	5.1	4.7
Weakly Agree	155	15.5	43.3	82	19.0	52.0	8.7	3.5
Agree	223	22.3	65.7	72	16.7	68.7	3.0	-5.6
Strongly Agree	343	34.3	100	135	31.3	100.0	0.0	-3.0

Repeated media coverage questioning police use of force has made it more difficult to do my job.

Repeated media coverage questioning police use of force has made it more dangerous to be a law enforcement officer.								
(NA = 68)	2017			2019			Cum. % Point Change	% Point Change
	N = 996	Percent	Cumulative Percent	N = 425	Percent	Cumulative Percent		
Strongly Disagree	72	7.2	7.2	36	8.5	8.5	1.3	1.3
Disagree	48	4.8	12.1	21	4.9	13.4	1.3	0.1
Weakly Disagree	65	6.5	18.6	45	10.6	24.0	5.4	4.1
Weakly Agree	104	10.4	29	61	14.4	38.4	9.4	4.0
Agree	229	23	52	80	18.8	57.2	5.2	-4.2
Strongly Agree	478	48	100	182	42.8	100.0	0.0	-5.2

Repeated media coverage questioning police use of force has caused me to be more apprehensive about using force even though it may be necessary.								
(NA = 67)	2017			2019			Cum. % Point Change	% Point Change
	N = 991	Percent	Cumulative Percent	N = 426	Percent	Cumulative Percent		
Strongly Disagree	180	18.2	18.2	79	18.5	18.5	0.3	0.3
Disagree	135	13.6	31.8	59	13.8	32.4	0.6	0.2
Weakly Disagree	136	13.7	45.5	68	16.0	48.4	2.9	2.3
Weakly Agree	171	17.3	62.8	71	16.7	65.0	2.2	-0.6
Agree	170	17.2	79.9	64	15.0	80.0	0.1	-2.2
Strongly Agree	199	20.1	100	85	20.0	100.0	0.0	-0.1

Repeated media coverage questioning police use of force has caused me to be less likely to want to work with community members to solve local problems.								
(NA = 69)	2017			2019			Cum. % Point Change	% Point Change
	N = 995	Percent	Cumulative Percent	N = 424	Percent	Cumulative Percent		
Strongly Disagree	337	33.9	33.9	147	34.7	34.7	0.8	0.8
Disagree	222	22.3	56.2	99	23.3	58.0	1.8	1.0
Weakly Disagree	141	14.2	70.4	61	14.4	72.4	2.0	0.2

Weakly Agree	143	14.4	84.7	65	15.3	87.7	3.0	0.9
Agree	77	7.7	92.5	24	5.7	93.4	0.9	-2.0
Strongly Agree	75	7.5	100	28	6.6	100.0	0.0	-0.9

Repeated media coverage questioning police use of force has made it less enjoyable to have a career in law enforcement.									
	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 68)	N = 993	Percent	Cumulative Percent	N = 425	Percent			Cumulative Percent
Strongly Disagree		208	21	21	78	18.4	18.4	-2.6	-2.6
Disagree		143	14.4	35.4	56	13.2	31.5	-3.9	-1.2
Weakly Disagree		129	13	48.3	61	14.4	45.9	-2.4	1.4
Weakly Agree		173	17.4	65.8	80	18.8	64.7	-1.1	1.4
Agree		146	14.7	80.5	77	18.1	82.8	2.3	3.4
Strongly Agree		194	19.5	100	73	17.2	100.0	0.0	-2.3

Repeated media coverage questioning police use of force has caused my coworkers to be more apprehensive about using force even though it may be necessary.									
	2017			2019			Cum. % Point Change	% Point Change	
	(NA = 69)	N = 992	Percent	Cumulative Percent	N = 424	Percent			Cumulative Percent
Strongly Disagree		133	13.4	13.4	56	13.2	13.2	-0.2	-0.2
Disagree		120	12.1	25.5	45	10.6	23.8	-1.7	-1.5
Weakly Disagree		141	14.2	39.7	59	13.9	37.7	-2.0	-0.3
Weakly Agree		189	19.1	58.8	83	19.6	57.3	-1.5	0.5
Agree		188	19	77.7	77	18.2	75.5	-2.2	-0.8
Strongly Agree		221	22.3	100	104	24.5	100.0	0.0	2.2