

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

CONSENT DECREE

Independent Monitor - Eighth Quarterly Report

**Peter C. Harvey
Independent Monitor
August 9, 2019**



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EIGHTH QUARTERLY REPORT
(October 1, 2018 to December 31, 2018)

**I. EXECUTIVE SUMMARY OF EIGHTH QUARTER'S ACTIVITIES
(OCTOBER 1, 2018 – DECEMBER 31, 2018)¹**

This is Independent Monitor Peter C. Harvey's Eighth Quarterly Report, which comments on the City of Newark (the "City") and Newark Police Division's ("NPD") progress with Consent Decree reforms during the period from October 1, 2018 to December 31, 2018.²

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.

Appendix C is the Probability Community Survey Final Report and summary materials, which sets forth the results of the Monitor's annual survey of the Newark community's experiences with and perceptions of NPD and public safety.

Appendix D contains the full report of the Monitoring Team's Non-Probability Community Survey—a non-scientific survey that collects information on the public's perceptions of NPD and public safety.

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

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

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 December 31, 2018.

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 UPDATE

A. NPD's Staffing Assessment and Modified Deployment Strategy

The way that a police department allocates its resources reflects its priorities. For this reason, a foundational requirement of the Consent Decree mandates that, at the outset of the Consent Decree, NPD assess and revise its officer staffing allocation (a "Staffing Assessment"), as well as create a deployment strategy ("Deployment Plan"), to strengthen the community policing presence in the precincts. (Consent Decree ¶ 15.) Specifically, Paragraph 15 of the Consent Decree provides that "[b]y July 9, 2017, NPD will assess and revise its staffing allocation and personnel deployment to support community policing and problem-solving initiatives, and will modify any deployment strategy that is incompatible with effective community-oriented policing."

NPD is committed to accomplishing this requirement and has taken steps to revise its staffing allocation and personnel deployment to support community policing and problem solving initiatives. During this reporting period (October 1- December 31, 2018), NPD submitted for review a Staffing Assessment of current deployments. This Staffing Assessment is a preliminary evaluation of NPD's future deployment strategy. We note that this Staffing Assessment was submitted for review more than two years into the Consent Decree. As of this report's publishing, NPD is still working, with technical assistance from the Monitoring Team, to develop a more comprehensive evaluation of its Staffing Assessment and Deployment Plan that will allow NPD to transition fully to a community-oriented policing and problem-solving model as required by the Consent Decree. NPD, through the City of Newark, agreed with the U.S. Department of Justice that it would adopt this policing strategy and deployment model. NPD will likely need to increase its deployment of street patrol officers in each precinct, ensure that those officers have ample time to engage with community members in a meaningful way, build

relationships of trust with them, and begin to evaluate officer performance by metrics that demonstrate their success in developing relationships with the community and implementing problem-solving efforts, and holding Precinct Commanders accountable for the quality of police service delivery and community engagement. This approach is distinguished from a purely numbers- or statistics- driven measurement of success that examines only the number of law enforcement actions taken (*e.g.*, the number of arrests or stops). Neither NPD nor the Monitoring Team can determine the full scope of changes without a comprehensive Staffing Assessment.

As background, the delay in developing a comprehensive Staffing Assessment and revised staffing/personnel Deployment Plan is due in large part to the limited budget that the City allocated to hire a policing expert to prepare an analysis for NPD. Staffing studies of this type for a major metropolitan city typically cost around \$100,000. The City allowed approximately \$17,000 to hire a staffing expert. This low budget may be attributable to the complexities of the bidding process that attaches to city contracts that exceed a certain dollar amount. Whatever the reason, the City, in our view, must allocate a sufficient budget to obtain a quality Staffing Assessment.

NPD's efforts to develop an overall Staffing Assessment and Deployment Plan have been ongoing. In May 2017, two months prior to the deadline established by the Consent Decree to complete this task, NPD retained a consultant to assess its staffing allocations and deployments. On September 12, 2018, over two years after the Consent Decree was filed and more than one year after the Consent Decree's July 2017 deadline, NPD submitted its Staffing Assessment to the Monitoring Team for review and comment. The Staffing Assessment revealed that NPD's police precincts are dramatically understaffed to handle calls for service, leaving

officers little time for community engagement and problem solving and in many cases, having insufficient units on the street to respond to 911 calls at certain times of the day. The Staffing Assessment also recommended that NPD assign additional patrol officers to its precincts in proportion to the number of service calls received in that area.

Shortly after NPD shared the Staffing Assessment with the Monitoring Team, NPD opened (and staffed) two additional police precincts, and executed several other organizational changes aimed at increasing precinct staffing, such as transferring all 46 police officer positions from the “Community Focus Division” to the individual police precincts. While it is true that NPD undertook these precinct changes to address the Staffing Assessment recommendation that additional staffing was required in the Precincts, it is difficult to determine how these staffing decisions will fit into an overall police deployment plan at this stage given the incomplete nature of the Staffing Assessment. It is clear, however, that these changes alone will not sufficiently address precinct staffing shortages.

NPD has not provided the Monitoring Team with a date on which it expects to complete the revised Staffing Assessment to support community policing and problem-solving initiatives as contemplated by Paragraph 15 of the Consent Decree. After this reporting period, NPD provided one of the Monitoring Team Subject Matter Experts with new data from NPD’s Computer Aided Dispatch system concerning calls for service and the length of time needed to complete the assignment. NPD must incorporate this data into the revised Staffing Assessment. The Monitoring Team will continue to provide technical assistance to assist NPD in the completion of its obligations under Paragraph 15 of the Consent Decree.

NPD’s delay in completing the Staffing Assessment and developing and executing an officer Deployment Plan that prioritizes community engagement has impeded its

compliance with Paragraph 15 of the Consent Decree and Consent Decree reforms. Indeed, at several community meetings hosted by the Monitor throughout the City, Newark residents have expressed concern to the Monitoring Team about inadequate officer staffing during particular times of the day and in certain neighborhoods. That concern also has been reflected in responses to surveys conducted by the Monitoring Team regarding (i) the lack of consistent police presence in many neighborhoods, (ii) delayed response time to service calls, and (iii) the absence of beat officers engaging with community members generally and in problem-solving initiatives. The current structure for community policing relies on the assignment of a few community policing officers to precincts, with only limited engagement by other precinct officers in community engagement as a part of their regular work due to response demands from 911 calls. The Newark community wants engagement by all officers in a Precinct, more regular police patrols and quicker response times.³

There is no doubt that to fully staff each precinct—and provide the level of police service that Newark residents want and deserve—the City should continue to hire additional police officers. Community-oriented policing is not a responsibility relegated to a few NPD officers, whether they are designated as “Community Service Officers,” “School Resource Officers” or some other title. NPD also will have to ensure that its Precinct Commanders focus on holding their officers accountable for building relationships with community members and problem solving, in addition to the traditional metrics of reducing crime and solving cases.

³ Results from the Community Probability Survey, discussed below, suggest that community members want NPD to provide more regular police patrols and a quicker response time to service calls. As discussed in section II(B) of this Report, for example, survey respondents reported that their feelings of safety increased with more frequent police patrols. Additionally, 80% of respondents reported that they would like to see an increase in the number of NPD officers patrolling their neighborhoods. In fact, 31% of the survey participants answered that Newark police “rarely” or “never” respond to 911 calls quickly enough. See **Appendix C**.

NPD should complete its revised Staffing Assessment as soon as possible. It should then develop a Deployment Plan that reflects the results of its Assessment. The implementation of community policing is long overdue.

B. Surveys

The Consent Decree requires the Monitor to conduct an annual survey “of the Newark community’s experience with and perceptions of NPD and public safety.” (Consent Decree ¶¶ 22-23.) The Monitoring Team has addressed this Consent Decree requirement by conducting three annual surveys, which will be described in more detail below: (1) a Probability Community Survey; (2) a Non-Probability Community Survey and (3) a survey of police officers. Each of these surveys serves a different purpose.

The Community Probability Survey is a *telephone* survey conducted using statistical sampling techniques that allow the Monitoring Team to glean the perceptions of NPD policing across all Newark residents based on the results provided by a scientifically selected random sample of residents. The questions used in connection with this survey are the same as those used in the baseline probability survey conducted by the Monitoring Team in 2016-17. Thus, the data gathered from the survey allows the Monitoring Team to measure changes, if any, in Newark residents’ experiences with and perceptions of NPD and public safety over time.

The Non-Probability Community Survey of Newark residents *in person* on the street (also known as a “street survey”) attempts to capture the experiences and perceptions of Newark residents, including those who may not have participated in the phone survey. The street survey was conducted using a modified version of the Community Probability Survey instrument. Because the street survey was not administered using sampling techniques, the results cannot be extrapolated from the individual survey responses to the Newark community at

large in the same way that the results from the Community Probability Survey can be extrapolated. Nonetheless, the street survey can help NPD to identify current and recent issues or concerns specific to Newark.

The Police Survey provides data on *officer attitudes* on a range of issues primarily relating to how officers perceive they are being treated by NPD's leadership.

The Monitoring Team has completed its Community Probability Survey and Non-Probability Survey and discusses the findings from both surveys below. The Monitoring Team will present the results of its Police Survey in a subsequent Quarterly Report.

1. Community Probability Survey (Telephone Survey)

As reported in the Seventh Quarterly Report (July 1 – September 30, 2018), the Monitor engaged Suffolk University Political Research Center ("Suffolk"), led by Director David Paleologos, to carry out the second-year probability survey. From September 9 to September 30, 2018, Suffolk conducted phone interviews with 700 Newark residents—92 by landline and 608 by cell phone—who were distributed across the Central, East, North, South, and West wards. Suffolk selected survey respondents randomly from a sample pool of over 61,000 Newark residents. Starting from a pool of over 61,000 Newark residents, Suffolk randomly selected a stratified sample of survey respondents that matched Newark's census demographics with respect to age, sex, level of education, race/ethnicity, and ward. This permits statistically valid conclusions to be extrapolated to the community as a whole. The survey followed the industry standard of a 1.96 standard deviation at a 95% level of confidence for a margin of +/- 3.7 percentage points.

As mentioned above, in administering the second annual probability survey Suffolk used the same questions that were developed by the Monitoring Team and the Parties for the baseline survey. This allows for a year-over-year comparison of Newark residents'

experiences with and perceptions of NPD and public safety. The second annual survey is now completed. (A summary of Suffolk’s second annual survey findings and the full report and analysis are attached to this Quarterly Report as **Appendix C.**) The survey results show some positive signs of NPD’s progress in changing the perception of safety in Newark communities.

Suffolk identified a number of interesting shifts in survey responses from the first-year survey. For example, survey respondents reported feeling safer in their homes (54% reported feeling “very safe,” **up** eight percentage points from last year) and walking around their neighborhoods at night (17% reported feeling “very safe,” also **up** eight percentage points from last year).

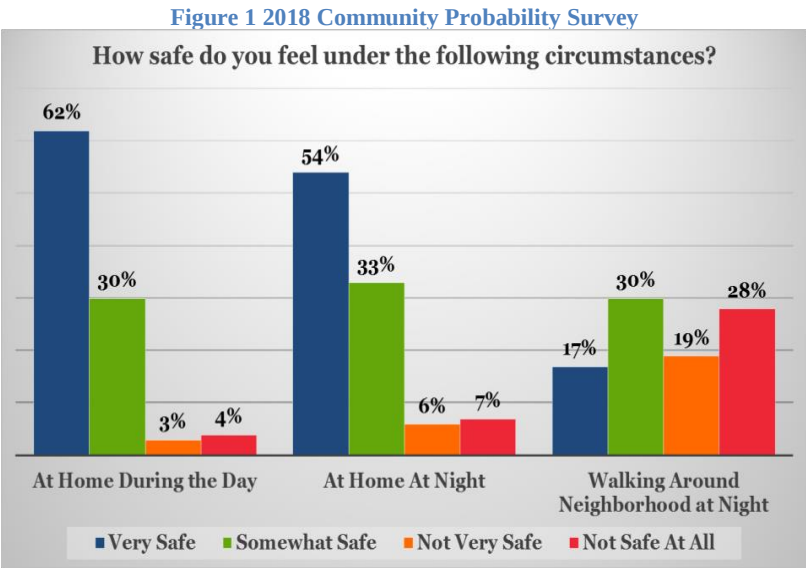
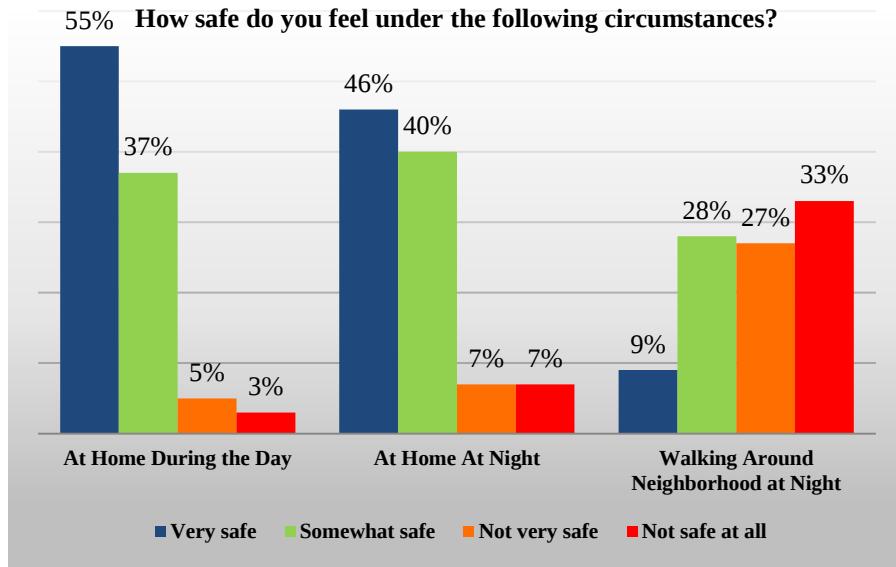
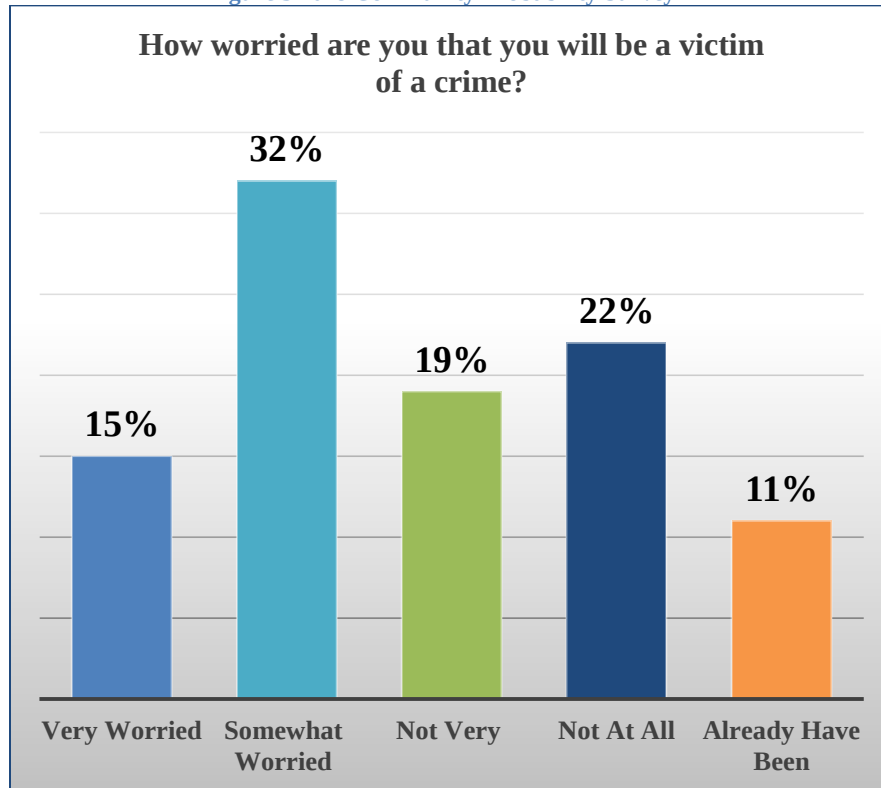


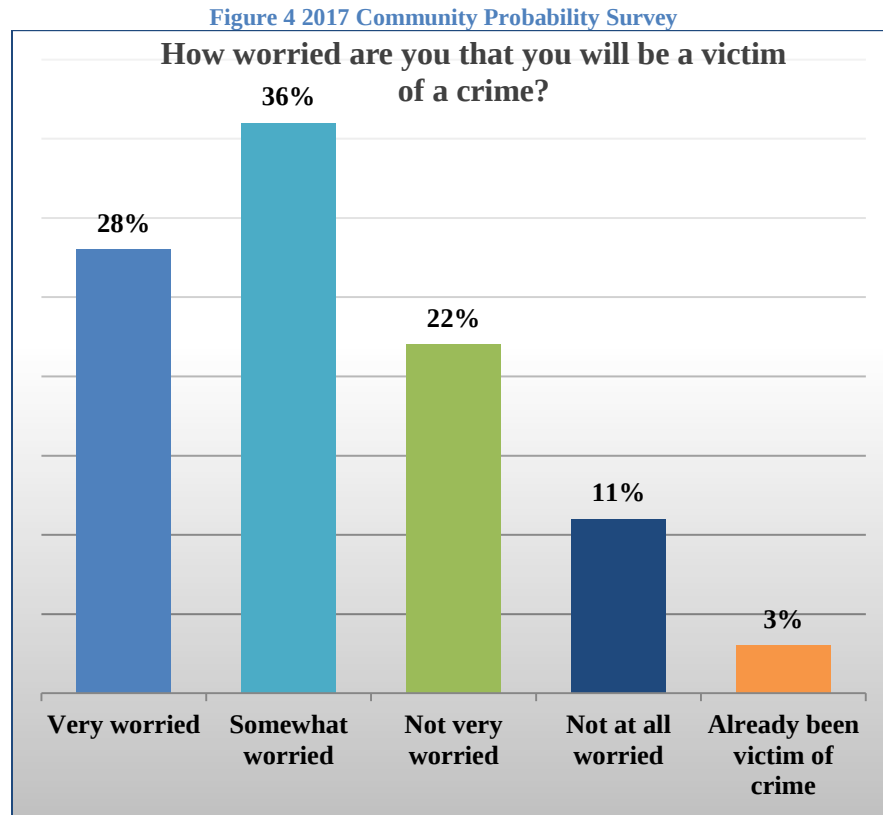
Figure 2 2017 Community Probability Survey



When asked about the level of concern they felt regarding the possibility of excessive force being used on them if they were stopped by an NPD officer, a 9 point decrease can be seen in those who felt “somewhat concerned” (16%) and a 10 point increase in those who were “not at all concerned” (37%). Similarly, survey respondents were less concerned about being the victim of a crime compared to first-year respondents.

Figure 3 2018 Community Probability Survey





The survey revealed substantial increases in the percentage of Newark residents who obtain information about NPD from the Internet and social media. NPD should consider using more social media and other Internet tools to both better communicate with the public and improve its transparency and community relations.

Suffolk’s recommendation (which the Monitor endorses) is that NPD establish an *Instagram* page and hire a civilian social media manager to maintain it.

2. Non-Probability Community Survey (Street Survey)

The Monitoring Team, led by the New Jersey Institute for Social Justice (“NJISJ”), completed its second non-probability community survey. On Saturday, November 17, 2018, from 12:00pm to 2:00pm, NJISJ led a city-wide “street survey” throughout Newark’s five wards to collect information on the public’s perceptions of NPD and public safety. The

street survey was conducted by 18 volunteers, consisting of NJISJ staff and local law students. A team of two or three volunteers was assigned to each ward, with suggestions from NJISJ and other community organizations on where to find heavy foot traffic. The questions used in the street survey were the same as those used in the Monitoring Team's first year street survey. Pedestrians agreeing to complete the survey could respond by stopping and filling out the survey themselves, having the volunteer read the questions aloud and record the answers, or taking a copy of the survey with them and returning a completed version to NJISJ later.⁴ The team collected approximately 81 responses. (The results of the Non-Probability Survey are attached as **Appendix E**.)

The data gathered from the street survey provides insight into the experiences, perceptions and attitudes of individual Newark residents about policing in the city. Additionally, much like community members' comments during community events, these responses shed light on issues of concern to the community. On the whole, the results of the second-year street survey are similar to those of the first. The survey responses contained some encouraging results: for example, over 40% of respondents indicated that they have "a lot" of respect for Newark Police in general, compared to only 17% who reported having "none at all;" almost two-thirds of survey respondents reported feeling at least "somewhat safe" in their neighborhood during the day; and 63% indicated they would like to see an increase in the number of NPD officers patrolling their neighborhood, compared to only 10% who wanted a decrease.

But the survey responses also revealed some troubling results: for example, (1) over half of respondents reported feeling "not very safe" or "not safe at all" walking around their neighborhood at night; (2) 40% of respondents indicated they were "not very likely" to ask for

⁴ Surveys were available in English, Spanish, and Portuguese.

help from an NPD officer if they were in need of assistance; (3) when asked how much trust they had for NPD, 32% said they have “none at all;” and (4) over half of respondents believed that if they were to file a complaint with NPD, their complaint would not be adequately investigated. A majority of respondents believed that use of body-worn cameras would improve relations between NPD and the community and increase trust of NPD.

C. Consent Decree Trainings

During this reporting period NPD continued administering training to NPD personnel based on (a) Use of Force, (b) Consensual Citizen Contacts and Investigatory Stops, (c) Searches With or Without a Search Warrant, and (d) Arrests With or Without an Arrest Warrant. These training sessions used training materials approved by both DOJ and the Monitoring Team. SMEs from the Monitoring Team observed 20 training sessions in total, including 13 Use of Force and 7 Stops, Searches and Arrests training sessions. NPD also reports that by December 31, 2018, all relevant NPD officers had been trained on body-worn and in-car cameras. (For the status of each of NPD’s Consent Decree-related training, see **Appendix E**.)

As of the close of this reporting period, NPD had not yet finalized a contract with a vendor hired to develop its Bias-Free Policing training curriculum. However, after the close of this reporting period, NPD retained Fair & Impartial Policing, LLC (“FIP”), a provider of implicit-bias-awareness training for law enforcement in the United States and Canada, to develop its Bias-Free Policing training curriculum. In April 2019, FIP began to deliver components of its Bias-Free training to mid-managers, command staff and community members. These components are not the final product on which officers will be trained. NPD must incorporate Newark-specific scenarios and content that is uniquely applicable to its police force and its City

in order to comply with the Consent Decree. The Monitoring Team looks forward to reporting on NPD's progress administering the training in future quarterly reports.

Also during this reporting period, NPD and DOJ report their continued collaboration to assist one of DOJ's training vendors to develop an internal affairs training curriculum and procedural manual to provide investigative guidance and protocols for detectives assigned to NPD's Office of Professional Standards ("OPS"), the name for NPD's internal affairs unit. Because the Parties have not provided drafts of these materials to the Monitoring Team, we are not in a position to comment on them. It is the Monitoring Team's understanding and expectation that the procedural manual will address Consent Decree Paragraph 149's requirement that NPD develop capabilities for consistent tracking of complaint, investigation, and disciplinary data.

D. Consent Decree-Related Policies

As of the filing of this Report, NPD has put into effect 14 of 16 new or revised Consent Decree-related policies. Only two policies required by the Consent Decree remain to be put into effect by the Public Safety Director, both of which are critical for a renewed focus on internal affairs: (a) Complaint Intake and Investigation (OPS/Internal Affairs), and (b) Disciplinary Process and Matrix. (For the status of each of NPD's new or revised Consent Decree-related policies, including when those policies became effective, see **Appendix F**.)

NPD is nearing completion of its Complaint Intake and Investigation policy, which is among the most critical Consent Decree benchmarks in this area. In its current form, the draft policy already represents a significant improvement over its predecessor as it addresses many process gaps that limited NPD's ability to reliably assess, report on, and most importantly,

notify complainants of the status of investigations, as envisioned by Paragraph 125 of the Consent Decree.

Specifically, the revised policy requires the assignment of an *Event Number* to every external complaint upon intake. NPD personnel taking complaints will provide the *Event Number* to the complainant so that the complainant has a clear reference number that can be used to seek and receive updates on the status of the investigation into his or her complaint. In the past, external complaints were not assigned a tracking number until OPS, or its designee, incorporated the substance of the complaint and the complainant's demographic data into an Investigation of Personnel form ("IOP"). In some instances, there was a time lapse between intake and transfer of the complaint information into an IOP. Under the newly revised policy, NPD will continue to assign unique identifiers to the IOP that will correspond to the *Event Number* provided to the complainant at intake. This process will improve NPD's ability to track investigations and update complainants accordingly.

During the previous reporting period, the Monitoring Team asked the Parties whether or to what extent investigators would consider the prior conduct of the officer who is the subject of an internal affairs complaint in connection with a pending complaint. Paragraph 128 of the Consent Decree states that "NPD policy will require that investigators consider *patterns in officer behavior* based upon disciplinary history and other information in NPD's Early Warning System (EWS)," (emphasis added) but does not clearly state the purpose of the review — *e.g.*, whether the past conduct would be used as part of assessing the officer's compliance with policy in the pending investigation or merely used to assess what discipline might be imposed in case of a policy violation. During this review period, the Parties moved closer to resolving the issue. They agreed in principle that an officer's disciplinary history and prior OPS investigative files

may contain information that may be helpful in (1) assessing the appropriate level of discipline for proven misconduct and (2) identifying any potentially problematic patterns and practices during a pending investigation.

After the end of this reporting period, the Parties resolved the issue by incorporating into the draft Complaint Intake and Investigation policy (General Order) two pertinent provisions: First, they added a provision requiring that, upon completion of any internal investigation, OPS review the subject officer's disciplinary history and Blue Team entries to detect potentially problematic patterns and practices of force, vehicular pursuits, and similar activities that may bear on the conduct alleged in the complaint. Second, they added a provision requiring that, during the course of an open investigation, Investigators would consider patterns in officer behavior drawn from disciplinary history and other sources of information, including NPD's Early Warning System. Although this review may not itself dictate the outcome of a pending investigation, the investigators would be able to consider information obtained from prior investigations - among all of the other evidence they obtained - to assess whether the present case presented similar fact patterns or reflected an apparent *modus operandi* for one or more parties involved.

In October 2018, NPD notified the Monitoring Team of its intent to further amend the draft *Complaint Intake and Investigation* policy to incorporate the provisions of Paragraphs 107 and 108, which aim to ensure that NPD takes appropriate action to prevent, deter, and respond to potential theft by those employees who routinely handle valuable contraband or cash. Under the revised policy, NPD command level Supervisors will periodically review the disciplinary histories of their subordinate officers to determine whether the officers have been

the subject of internal investigations alleging theft, dishonesty, and similar conduct relating to issues of professional integrity.⁵

After the close of this reporting period, on June 18, 2019, the Monitor approved NPD's revised Internal Affairs and Complaint Intake policy. The policy will go into effect once it is authorized by the Director of Public Safety.

The Monitoring Team will continue to track the development of these crucial policies in future quarterly reports.

E. Independent Monitoring Team's Community Events

Paragraph 186 of the Consent Decree requires the Monitor to hold community meetings to discuss its Quarterly Reports, inform the public about the City's and NPD's progress with Consent Decree reforms, and receive community comments on their experiences with NPD. As part of this outreach, the Monitor holds periodic community forums in different locations throughout Newark. On October 12, 2018, the Monitoring Team released its Second-Year Reassessment. On December 11, 2018, the Monitoring Team held a community event at Central Assembly of God Church in Newark, which was hosted by the Urban League of Essex County and coordinated by NJISJ, to discuss its Second-Year Reassessment. The event was attended by members of the Monitoring Team, DOJ, the community, and NPD's CDPU. However, neither NPD's Public Safety Director, a representative from the City of Newark, nor local NPD precinct leadership attended the event. In the future, leadership from the City and NPD (other than members of the CDPU) should make an effort to attend community events to listen and respond to community members' questions and concerns.

⁵ Because the amended policy directly impacts the duties and responsibilities of its Supervisors, NPD also revised G.O. 80-1, *Responsibilities of Command and Supervisory Personnel*, to reflect these changes.

III. NEXT QUARTER ACTIVITIES (JANUARY 1, 2019 – MARCH 31, 2019)

A. Audits

After the close of this reporting period, the Monitoring Team requested NPD's attendance 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 Monitoring Team will use this information to assess NPD's compliance with the paragraphs of the Consent Decree requiring training in such areas.

As the Monitoring Team prepares to conduct compliance audits in some Consent Decree areas, NPD's data systems—as they currently exist—remain inadequate to meet Consent Decree requirements in many other areas. NPD's data systems are not capable of producing and delivering to the Monitoring Team the information required to permit an audit of NPD's compliance with the Consent Decree. Thus, many of the substantive audits required by the Consent Decree cannot be performed by the Independent Monitor unless and until NPD's data systems are upgraded.

B. Youth Engagement

From May to September 2018, Dr. Delores Jones-Brown of the Monitoring Team conducted “listening sessions” with groups of youth across the city of Newark, to collect and report on their experiences with and perceptions of NPD. (See Consent Decree ¶¶ 22-23.) The Monitoring Team also sought their suggestions for creating more positive interactions between Newark youth and the police. The Monitoring Team will report on the results of these listening sessions in its next (Ninth) Quarterly Report, covering the period from January 1 through March 31, 2019.

The Monitoring Team will continue to discuss with NPD the necessity of developing a comprehensive youth engagement strategy that will invite participation from Newark youth—both in school and those who have dropped out of school—to develop practical strategies to prevent crime and solve neighborhood problems.

IV. APPENDICES

- A. Chronology of Key Events**
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- C. Probability Community Survey Final Report and Summary Materials**
- D. Non-Probability Survey Report**
- E. Training Status Update Chart**
- F. Policy Status Update Chart**

Appendix A

Timeline (Meetings, Milestones and Events)**Monitoring Team's Eighth Quarterly Report — October 1 through December 31, 2018.**

Date	Event
October 12, 2018	The Monitoring Team files its Second Year-Reassessment.
October 24, 2018	The Newark Police Division ("NPD") conducts first Use of Force training session.
October 30, 2018	NPD holds Community & COPS Town Hall to discuss its Disciplinary Process and Matrix policy.
November 8-9, 2018	NPD conducts "pilot" training sessions of its Stops, Searches, and Arrests training.
November 12, 2018	NPD holds LGBTQ Policy Discussion to discuss its draft LGBTQ Community and Police Interaction Policy.
November 17, 2018	The New Jersey Institute for Social Justice conducts a street survey throughout Newark's five wards to assess Newark residents' perceptions of NPD and public safety.
December 3, 2018	The Center of Policing at Rutgers University, working with NPD, administers its first officer perception survey.
December 4, 2018	Independent consultant presents findings from its review of NPD's data systems to the Monitoring Team.
December 11, 2018	The Monitoring Team holds its Second-Year Reassessment community event at Central Assembly of God Church.
December 28, 2018	NPD holds focus group with officers to discuss proposed changes to NPD's "Stop Report" and to discuss officer impressions of NPD's Consent Decree reform efforts.
December 31, 2018	NPD reports that by this date all patrol officers were trained on body-worn and in-car cameras.

Appendix B

**Consent Decree Compliance and Implementation
(through December 31, 2018)**

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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.

II. USE OF FORCE

Achievement	Deadline for Achievement	Status	Discussion
Develop Use of Force Policy: 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. The policy or policies will clearly define each force option and specify that unreasonable use of force will subject officers to discipline. (§§ 66-74)			
NPD will review and revise its current use of force policy or policies to ensure compliance with Consent Decree.	March 31, 2018	Preliminary Compliance	See Eighth Quarterly Report, Appendix F.
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	Preliminary Compliance	See Eighth Quarterly Report, Section II(C).
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of policy	Preliminary Compliance	See Sixth Quarterly Report, Section III(B)(1).
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to ensure compliance with Consent Decree.	45 days before training is implemented	Preliminary Compliance	
NPD will provide the proposed testing for review.	30 days before training is implemented	Preliminary Compliance	
Audit of NPD Firearms Certification Oversight (§§ 70-71, 74)			
NPD will provide resources for officers to maintain proper weapons certifications and will implement sanctions for officers who fail to do so. Officers will be prohibited from using unauthorized weapons or ammunition. (§§ 70-71, 74)	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.

USE OF FORCE Continued

Achievement	Deadline for Achievement	Status	Discussion
NPD Use of Force Reporting and Investigation: 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. (§§ 75-85)			
NPD will establish a mechanism by which use of force and citizen interaction complaints are reviewed by training staff to form the basis of changes in training to address the issues arising from these complaints.	September 30, 2018	Non-Compliance	N/A
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.	September 30, 2018	Non-Compliance	See Fifth Quarterly report, Section III(A)(1).
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. (§§ 78-84, 86-94)			
NPD will create and implement (1) a General Order establishing the AFIT to ensure sufficient staffing consistent with § 92 of the Consent Decree; and (2) General Orders establishing line supervisors' responsibilities to investigate lower and intermediate use of force incidents.	March 31, 2018	Preliminary Compliance	See Eighth Quarterly Report, Appendix F.
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 General Orders	Preliminary Compliance	See Sixth Quarterly Report, Section III(A)(1)
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of General Orders	Preliminary Compliance	See Sixth Quarterly Report, Section III(B)(1).
NPD will issue a report, analyzing the data in its officer force reports and supervisor investigative reports and identifying significant trends, as well as policies and practices that need to be	December 31, 2018	Non-Compliance	N/A

USE OF FORCE Continued

Achievement	Deadline for Achievement	Status	Discussion
revised. (§§ 85, 168)			
NPD will maintain a Use of Force Review Board (“UFRB”) to conduct timely, comprehensive and reliable reviews of all Intermediate and Serious Force incidents, in accordance with the requirements set forth in the Consent Decree. (§§ 88, 95, 96, 98, 102)			
NPD will create a General Order establishing the UFRB, ensure that it is staffed consistent with Consent Decree provisions, and ensure that the responsibilities assigned are consistent with Consent Decree provisions.	March 31, 2018	Preliminary Compliance	See Sixth Quarterly Report, Section III(A)(1).
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, which will provide the UFRB with 8 hours of training. (§§ 11, 97)	Within 60 days after approval of General Order	Preliminary Compliance	See Sixth Quarterly Report, Section III(A)(1)
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of General Order	Preliminary Compliance	See Sixth Quarterly Report, Section III(B)(1).
NPD’s UFRB will conduct timely, comprehensive, and reliable reviews of SFIT and Intermediate Force incidents and document its findings and recommendations. (§§ 13, 96-101)	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will provide Monitor with Use of Force data for a baseline assessment.			
NPD will provide the Monitor with Use of Force data, including, but not limited to, field inquiry reports and incident reports.	June 30, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(E).

III. STOP, SEARCH AND ARREST

Achievement	Deadline for Achievement	Status	Discussion
NPD will revise policies in accordance with ¶¶ 25-42, 55-62 of the Consent Decree.			
NPD will begin training modules for the revised policies upon the Monitor and DOJ's approval of the revised policies.			
NPD will review and revise its current stop, search, and arrest policy or policies to ensure compliance with Consent Decree.	March 31, 2018	Preliminary Compliance	See Eighth Quarterly Report, Appendix F.
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)	Within 60 days after approval of policy	Preliminary Compliance	See Seventh Quarterly Report, Section II(F).
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 develop a protocol to gauge retention of stop, search, and arrest training and approve testing mechanisms to ensure compliance with Consent Decree.	45 days before training is implemented	Preliminary Compliance	N/A
NPD will provide the proposed testing to the Monitor, DOJ and the City for review.	30 days before training is implemented	Preliminary Compliance	N/A
Data Analysis Protocol: 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)			
NPD will review its current data collection and analysis capacity and identify the gaps between its current capacity and the capacity required by the Consent Decree.	September 30, 2018	Initial Development	See Seventh Quarterly Report, Section II(E).

STOP, SEARCH AND ARREST Continued

Achievement	Deadline for Achievement	Status	Discussion
NPD will develop categories and fields for capturing the data required by the Consent Decree. (§ 51-54)	September 30, 2018	Non-Compliance	See Seventh Quarterly Report, Section II(E).
Data Report: NPD will issue a report summarizing and analyzing the data collected on its stops, searches, arrests, and uses of force. The report will also set forth the steps taken by the NPD to correct problems and build successes indicated by the data. (§ 168)			
NPD will provide a draft report to Monitor and Parties.	May 15, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(F)(1).
NPD will finalize the report based on feedback from the Monitor and Parties.	June 30, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(F)(1).
NPD will provide periodic reports to Monitor and Parties.	Yearly after June 30, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(F)(1).
NPD supervisors will take appropriate action to address any violations or deficiencies related to stops, detentions, searches, and arrests; maintain records; and identify repeat violators. (§ 48)			
NPD supervisors to 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.

IV. COMMUNITY POLICING AND BIAS-FREE POLICING

Achievement	Deadline for Achievement	Status	Discussion
Community-Oriented Policing Policy: NPD will integrate concepts of community and problem-oriented policing into its policies. (Section V)			
NPD will review and revise its current community policing policy or policies to ensure compliance with Consent Decree.	May 15, 2018	Preliminary Compliance	See Eighth Quarterly Report, Appendix F.
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	N/A
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of policy	Non-Compliance	N/A
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to ensure compliance with the Consent Decree.	45 days before training is implemented	Non-Compliance	N/A
NPD will provide the proposed testing for review.	30 days before training is implemented	Non-Compliance	N/A
Evaluation of Community Policing Protocol: By February 7, 2017, NPD will implement a protocol to periodically measure the breadth, extent, and effectiveness of its community partnerships and problem-solving strategies, including officer outreach, particularly outreach to youth.			
NPD will submit first drafts of its measurement mechanisms to the Monitor and DOJ for review.	March 31, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(D)(1).
NPD will submit a final draft of the measurement protocol.	May 5, 2018	Non-Compliance	See Sixth Quarterly

COMMUNITY POLICING AND BIAS-FREE POLICING Continued

			Report, Section III(D)(1).
NPD will begin implementing the measurement protocol.	May 10, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(D)(1).
NPD will prepare a publicly available report of its community policing efforts overall and in each precinct. (¶ 18)	April 30, 2018	Initial Development	See Seventh Quarterly Report, Section II(A)(1); Appendix B.
Phase I: Community Policing: NPD will provide its officers training on the benefits and means to achieve effective community engagement. (¶ 14)			
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. (¶ 14)	Within 60 days after approval of policy	Preliminary Compliance ¹	See Sixth Quarterly Report, Section III(B)(3).
Bias-Free Policing Policy: NPD will revise policies in accordance with ¶ 64 of the Consent Decree.			
NPD will provide drafts of new or revised training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)	Within 60 days after approval of policy	Non-Compliance	See Sixth Quarterly Report, Section III(B)(3).
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to ensure compliance with the Consent Decree.	45 days before training is implemented	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a future report.

¹ The status for this achievement was incorrectly noted as “Operational Compliance” in the Sixth and Seventh Quarterly Reports. The Monitor will assess NPD’s compliance after the training audits are completed.

COMMUNITY POLICING AND BIAS-FREE POLICING Continued

NPD will provide the proposed testing for review.	30 days before training is implemented	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a future report.
NPD will conduct quarterly demographic analyses of its enforcement activities to ensure bias-free policing. (§ 65)			
NPD will update its data systems so that it has the capacity to conduct demographic analyses of its enforcement activities.	September 30, 2018	Non-Compliance	See Seventh Quarterly Report, Section II(E).

V. PROPERTY AND EVIDENCE MANAGEMENT

Achievement	Deadline for Achievement	Status	Discussion
Implement Chain of Custody and Inventory Policy: The 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, 110)			
NPD will create a chain of custody and inventory policy or policies to ensure compliance with § 110 of the Consent Decree.	May 1, 2018	Preliminary Compliance	See Eighth Quarterly Report, Appendix F.
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policies or procedures and that the topic is incorporated into the in-service training required. (§ 11)	Within 60 days after approval of policies	Non-Compliance	N/A
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of policies	Non-Compliance	N/A
NPD Internal Review of Disciplinary Files: NPD will review 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)			
NPD will provide a report to the Monitor and supporting documents identifying officers handling contraband or cash.	July 1, 2018	Non-Compliance	N/A
Transfer of NPD officers: To the extent permitted by law and NPD's collective bargaining agreements, NPD officers identified as having a sustained complaint of theft, or two not sustained or unfounded complaints of theft occurring within one year, will be moved out of positions where those officers have access to money, property, and evidence. (§ 108)			
City legal department to review legal requirements and collective bargaining agreements regarding transfer of NPD officers	Ongoing	Initial	See First Quarterly Report,

consistent with ¶ 108 of the Consent Decree.		Development	Section V(C)(6).
NPD Audits: NPD will conduct and document periodic audits and inspections of the property room and immediately correct any deficiencies. (¶ 111)			
NPD will conduct a complete audit of all firearms stored in the property and evidence room and other storage facilities.	July 1, 2018	Initial Development	See Seventh Quarterly Report, Section II(B).

VI. INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION

Achievement	Deadline for Achievement	Status	Discussion
Transparent Complaint Process: NPD will revise its policies to prohibit practices that discourage complainants and witnesses from coming forward, including the requirements set forth in ¶ 115.			
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.	March 31, 2018	Non-Compliance	See Eighth Quarterly Report, Section II(D)(2).

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Deadline for Achievement	Status	Discussion
NPD will provide drafts of new or revised training plans or training curricula the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of policy	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a future report.
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.	Within 60 days after approval of policy	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a future report.
NPD will submit to the Monitor and DOJ its written plan for conducting and reporting on an integrity audit to identify officers/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. (§§ 117-118)	September 1, 2018	Non-Compliance	See Seventh Quarterly Report, Section II(C).
Upon approval of its audit plan by the Monitor and DOJ, NPD will conduct an initial audit to identify officers/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. NPD will submit the results of its audit to the Monitor and DOJ for review. (§§ 117-118)	Within 60 days of approval of auditing plan.	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a future report.
NPD will take appropriate disciplinary actions against officers/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	Ongoing	Not Assessed ²	See Sixth Quarterly Report, Section III(F)(2)(a).

² The status was incorrectly reported as “Non-Compliance” in the Sixth Quarterly Report. The Monitor’s review during that reporting period did not constitute a baseline audit. Thus, until the Internal Affairs audit is conducted, the status will remain as “Not Assessed.”

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Deadline for Achievement	Status	Discussion
complaint, as set forth in ¶¶ 117-118.			
NPD will create a training curriculum and/or training bulletins for police personnel, including dispatchers, to properly handle complaint intake, including how to provide complaint materials and information; the consequences for failing to take complaints; and strategies for turning the complaint process into positive police-civilian interaction. (¶ 116)			
NPD will provide drafts of new or revised training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)	Within 60 days after approval of policy	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a future report.
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.	Within 60 days after approval of policy	Not Assessed	The policy was not approved this quarter. The Monitor will assess this requirement in a future report.
NPD and City, in collaboration with the civilian oversight entity or other community input, will develop and implement a program to publicize to the Newark Community how to make police misconduct complaints. (¶ 112)			
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)	June 1, 2018	Initial Development	See Fifth Quarterly Report, Section III(C)(4).
NPD will accept all complaints, by all methods and forms detailed in ¶ 114.	Ongoing	Initial Development	See Fifth Quarterly Report, Section III(C)(4).
NPD will provide civilians, including complainants and witnesses to alleged police misconduct, with full access to NPD's complaint process. (¶ 115)	Ongoing	Initial Development	See Fifth Quarterly Report, Section III(C)(4).
NPD Misconduct Reporting and Investigation Process: 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			

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Deadline for Achievement	Status	Discussion
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)			
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.
NPD will create an OPS Notification protocol to ensure compliance with the Consent Decree.	October 1, 2018	Non-Compliance	N/A
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the protocol or procedure and that the topic is incorporated into the in-service training required.	Within 60 days after approval of protocol	Not Assessed	N/A
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of protocol	Not Assessed	N/A
NPD will train OPS supervisors to conduct thorough and complete investigations that include conclusions and recommendations that are adequately supported by the evidence. (§ 141)	September 1, 2018	Non-Compliance	N/A
Complaint Classification Protocol: NPD will adopt 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)			
NPD will implement complaint classification protocol to ensure compliance with the Consent Decree.	March 31, 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 protocol or procedure and that the topic is incorporated into the in-service training required.	Within 60 days after approval of protocol	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Deadline for Achievement	Status	Discussion
			future report.
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 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.
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.
NPD/OPS will submit to the Monitor and DOJ its written plan for monitoring and reporting on investigations referred to officers' precincts and specialized units for quality, objectivity and thoroughness, for identifying trends in investigative or leadership deficiencies, and for taking appropriate action if investigations are deficient. (¶ 124)	September 1, 2018	Non-Compliance	See Sixth Quarterly report, Section III(B)(6).
NPD's 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)			
NPD will create a protocol to link an "event" number retrieved from the CAD, which enables NPD to provide a complainant with an identifying number in real time.	May 31, 2018	Initial Development	See Fifth Quarterly Report, Section III(C)(4).
NPD will improve OPS' complaint tracking and assessment practices in accordance with ¶ 149.	November 30, 2018	Non-Compliance	N/A
NPD will use a case management system to ensure appropriate caseloads for OPS investigators and timely completion of investigations. (¶ 146)			

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Deadline for Achievement	Status	Discussion
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)	Ongoing	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)			
NPD will review and revise its current OPS policy to require training of OPS investigators.	March 31, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(A)(5).
NPD will provide drafts of new or revised training curricula to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of policy	Not Assessed	The deadline has not passed. The Monitor will assess this requirement in a future report.

VII. IN-CAR CAMERAS AND BODY-WORN CAMERAS

Achievement	Deadline for Achievement	Status	Discussion
In consultation with the DOJ and Monitor, NPD will develop a policy regarding footage and audio recordings from its in-car and body-worn cameras and a policy to designate which cars and officers will not be equipped with cameras or will be equipped with concealed cameras. (§§ 103-104)			
NPD will review and revise its current policy or policies to ensure compliance with the Consent Decree.	March 31, 2018	Preliminary Compliance	See Eighth Quarterly Report, Appendix F.
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of policy	Preliminary Compliance	See Eighth Quarterly Report, Section II(C).
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the Body-Worn Cameras and In-Car Cameras policies and that the topic is incorporated into the in-service training required. (§ 11)	Within 60 days after approval of the policy	Preliminary Compliance	See Eighth Quarterly Report, Section II(C).
NPD will begin the work required to equip all marked patrol cars with video cameras and require all officers, except those set forth in §§ 103-104, to wear body cameras and microphones with which to record enforcement activity. (§ 103)			
NPD will conduct pilot program on body-worn cameras and develop recommendations for possible device implementation based on the results of the pilot.	Ongoing	Initial Development	See Sixth Quarterly Report, Section III(A)(7).
NPD will equip all marked patrol cars with video cameras. (§ 103)	December 31, 2018	Preliminary Compliance	See Eighth Quarterly Report, Section II(C).

VIII. GENERAL OFFICER TRAINING

Achievement	Deadline for Achievement	Status	Discussion
NPD will provide officers at least 40 hours of training to address changes in the law, or issues identified in complaints, or other means. NPD will provide additional training as necessary to address changes in the law, or issues identified through its review of use of force incidents, arrest reports, misconduct complaints, or other means. All training will be consistent with and incorporate current law, professional police standards and best practices. (§§ 9, 14) Note: The timelines for training requirements in other Sections of the Consent Decree (e.g., use of force, bias-free policing), are located in those Sections of this Chart.			
NPD will review and revise its current General Orders to ensure compliance with the Consent Decree.	June 30, 2018		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 ensure that officers have received, read and understand their responsibilities pursuant to the policies or procedures and that the topic is incorporated into the in-service training required. (§ 11)	Within 60 days after approval of individual policies		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 provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (§ 11)	Within 60 days after approval of individual policies		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

GENERAL OFFICER TRAINING Continued

Achievement	Deadline for Achievement	Status	Discussion
			Chart.
NPD will compile, and provide Monitor with, all current State and NPD curricula and course materials for new recruits.	March 31, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(B)(8).
NPD and Monitor will identify where State/NPD curricula differ from the Consent Decree.	April 24, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(B)(8).
NPD will maintain complete and consistent training records for all officers. (§ 12)			
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to ensure compliance with Consent Decree.	45 days before training is implemented		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 implement any necessary updates to its data storage system to retain training records as set forth in the protocol.	Ongoing	Not Assessed	The Monitor will assess this requirement during compliance audits.
NPD will provide the necessary data to allow the Monitoring Team to conduct a baseline assessment of NPD's training records.	March 31, 2018	Non-Compliance	See Sixth Quarterly Report, Section III(B)(8).
NPD will establish a central database for training records for all officers and a mechanism for inputting training attendance and assessment data for all courses.	December 31, 2018	Not Assessed	The Monitor will assess this requirement during compliance audits.

IX. COMMUNITY ENGAGEMENT

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, such assessment and modified strategy to be provided to the DOJ and Monitor for approval. (§ 15)			
NPD will conduct review of its current staffing allocation and personnel deployment and develop a community policing strategy that involves all officers assigned to policing precincts, including the Community Policing Officers.	March 31, 2018	Non-Compliance	See Eighth Quarterly Report, Section II(A).
NPD will review and revise its current staffing allocation and personnel protocol to ensure compliance with the Consent Decree.	March 31, 2018	Non-Compliance	See Eighth Quarterly Report, Section II(A).
NPD will identify what changes in personnel allocation will be made, if necessary, based on the staffing study.	April 30, 2018	Non-Compliance	See Eighth Quarterly Report, Section II(A).

X. DATA SYSTEMS IMPROVEMENTS: EARLY WARNING AND RECORDS MANAGEMENT SYSTEMS

Achievement	Deadline for Achievement	Status	Discussion
Assessment of Current Data Systems: NPD will provide the Monitor with sample data to analyze its current data collection processes and NPD will engage a consulting firm to determine its data needs.			
NPD will provide sample data to the Monitor in each subject area where data collection/analysis is required so the Monitor can determine NPD data collection abilities (<i>i.e.</i> , “data baseline”).	June 30, 2018	Initial Development	See Sixth Quarterly Report, Section E.
NPD will engage an IT consulting firm to conduct an assessment and gap analysis to help NPD determine what systems need to be upgraded or replaced to enable NPD to meet the data collection and analysis requirements of the Consent Decree. This will include the development of high level requirements for a Records Management System (“RMS”).	September 30, 2018	Initial Development	See Seventh Quarterly Report, Section II(E).
Early Warning System: NPD will enhance its Early Warning System so as to comply with the requirements set forth in the Consent Decree. (§§ 156-165)			
NPD to submit funding request to the City, which sets forth the necessary enhancements to its Early Warning System and estimated costs.	November 1, 2018	Non-Compliance	N/A
NPD will develop and implement a data protocol describing information to be recorded and maintained in the Early Warning System. (§ 157)	September 30, 2018 for enhanced/current EWS	Non-Compliance	N/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)	September 30, 2018 for enhanced/current EWS	Non-Compliance	N/A
Records Management System: NPD will revise its use and analysis of the RMS and the City will provide NPD with sufficient funding and personnel to implement and maintain the RMS. (§§ 162-163)			
NPD will provide the Monitor with sample data extracts from its current RMS solution.	September 30, 2018	Non-Compliance	N/A
NPD will begin the procurement process for a new RMS.	September 30, 2018	Non-Compliance	

IN-CAR CAMERAS AND BODY-WORN CAMERAS Continued

NPD to submit funding request to the City, which sets forth the necessary enhancements to its Early Warning System and estimated costs.	November 1, 2018	Non-Compliance	N/A
NPD will revise its use and analysis of its RMS so it can make efficient and effective use of the data in the System. (§ 162)	December 31, 2018	Non-Compliance	N/A

XI. CONSENT DECREE IMPLEMENTATION AND ENFORCEMENT

Achievement	Deadline for Achievement	Status	Discussion
The Monitor will conduct Outcome Assessments according to the requirements of ¶¶ 174-175.			
NPD will provide Monitor with data required by the Consent Decree. (¶ 174-175)	August 31, 2018	Non-Compliance	See Seventh Quarterly Report, Section II(E).

Appendix C

NEWARK, NEW JERSEY COMMUNITY SURVEY



SUFFOLK UNIVERSITY POLITICAL RESEARCH CENTER
DAVID PALEOLOGOS, DIRECTOR
DECEMBER 2018



SUFFOLK
UNIVERSITY
BOSTON

ABOUT THIS SURVEY

This report was prepared at the request of Peter C. Harvey, Independent Monitor of the Consent Decree signed by the City of Newark and the United States Department of Justice.

Paragraphs 22 and 23 of the Consent Decree require that the Independent Monitor conduct a reliable, comprehensive, and representative survey of the Newark Community's experience with and perceptions of the Newark Police Division and public safety.

STATEMENT OF METHODOLOGY

This poll was conducted between September 9, 2018 and September 30, 2018 using a sample of 700 residents distributed nearly equally across the Central, East, North, South, and West wards of the city. This poll follows the industry standard of a 1.96 standard deviation at a 95% level of confidence for a margin of ± 3.7 percentage points.

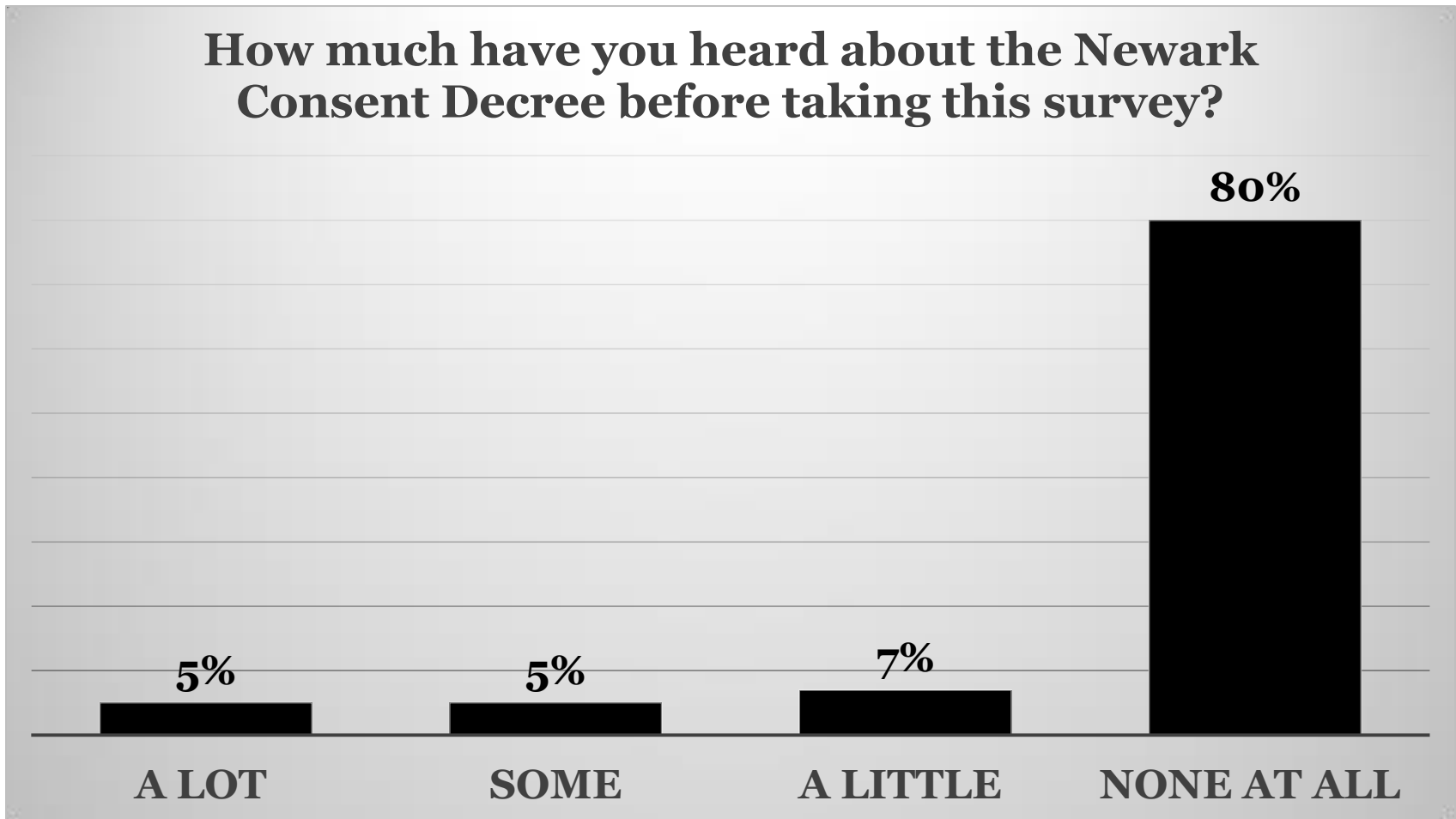
As sample size decreases, sampling error increases, therefore statements based on various population subgroups may be more subject to error than those based on the total sample available.

SURVEY DEMOGRAPHICS

- Ward:
 - Central 19%
 - East 19%
 - North 18%
 - South 20%
 - West 24%
- Age:
 - 18-24 Yrs. 15%
 - 25-34 Yrs. 23%
 - 35-44 Yrs. 19%
 - 45-64 Yrs. 31%
 - 65+ Yrs. 13%
- Gender:
 - 49% Male
 - 51% Female
- Interview Language:
 - 91% English
 - 8% Spanish
 - 1% Portuguese

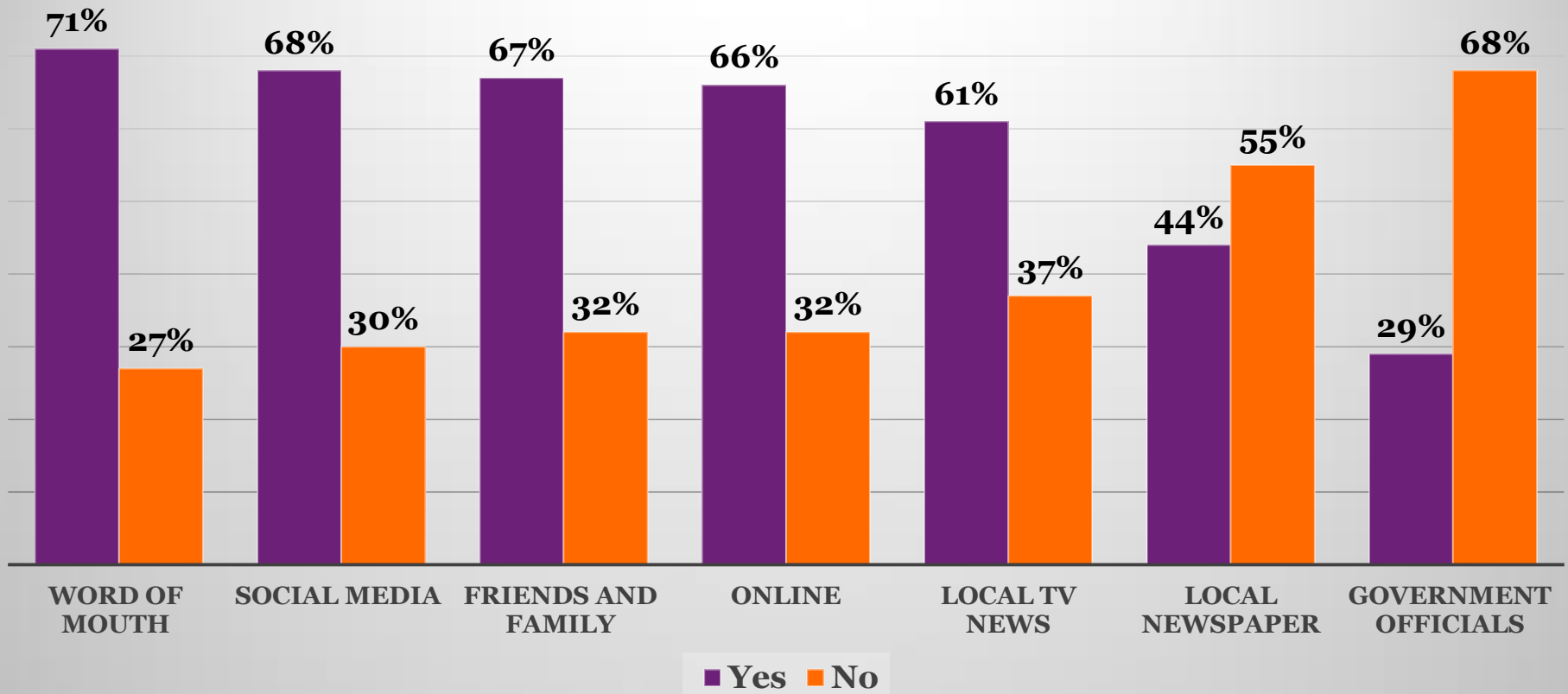
KNOWLEDGE OF CONSENT DECREE

How much have you heard about the Newark Consent Decree before taking this survey?



KNOWLEDGE OF NEWARK PD

Where do you get information about the Newark PD?



- 2017 vs. 2018 Results
 - Tier 1 Movement
 - Tier 2 Movement

SURVEY COMPARISONS

TIER I: SIGNIFICANT MOVEMENT

1. Increased feelings of general safety
2. Less worry of being victim of a crime
3. Less worry of the use of excessive force
4. Decrease in feelings of being discriminated against by NPD
5. Increase in usage of social media as information source
6. Positive economic changes in Newark employment and housing

TIER 2: SIGNIFICANT MOVEMENT

1. Fewer formal complaints filed with NPD
2. Increase in satisfaction with results
3. Fewer residents report being stopped by NPD
4. Decrease in safety concerns during stops
5. More see stops as legitimate
6. Less confidence that NPD handles evidence properly or tells the truth
7. Decrease in feeling safe when NPD is nearby

2018 FINDINGS

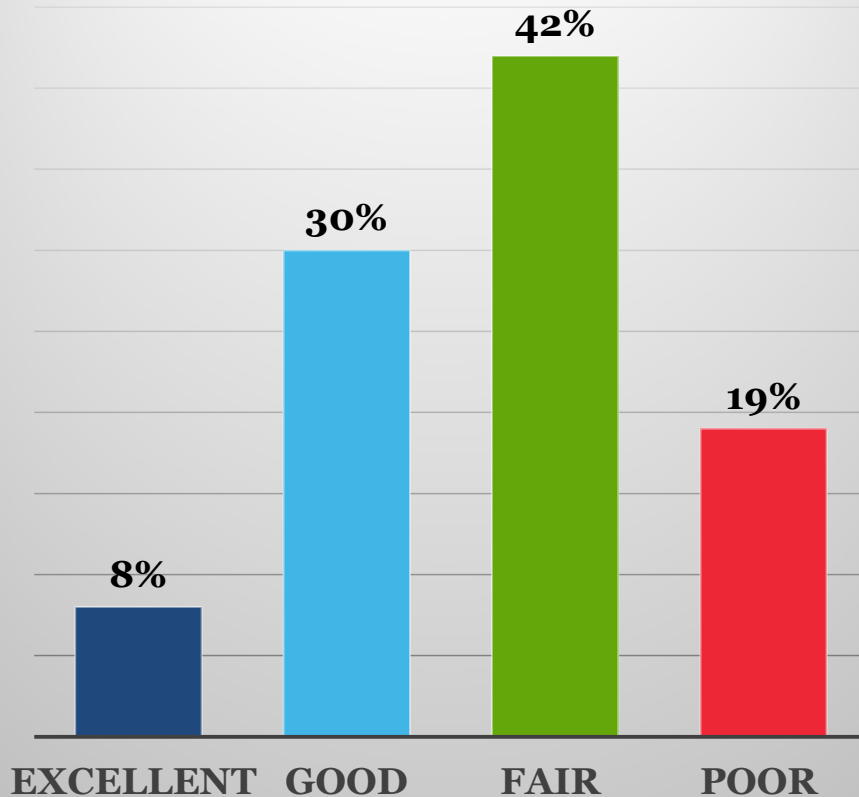
- Survey Results
- Recommendations

- Neighborhood Safety
- Reporting Crimes
- Police Presence

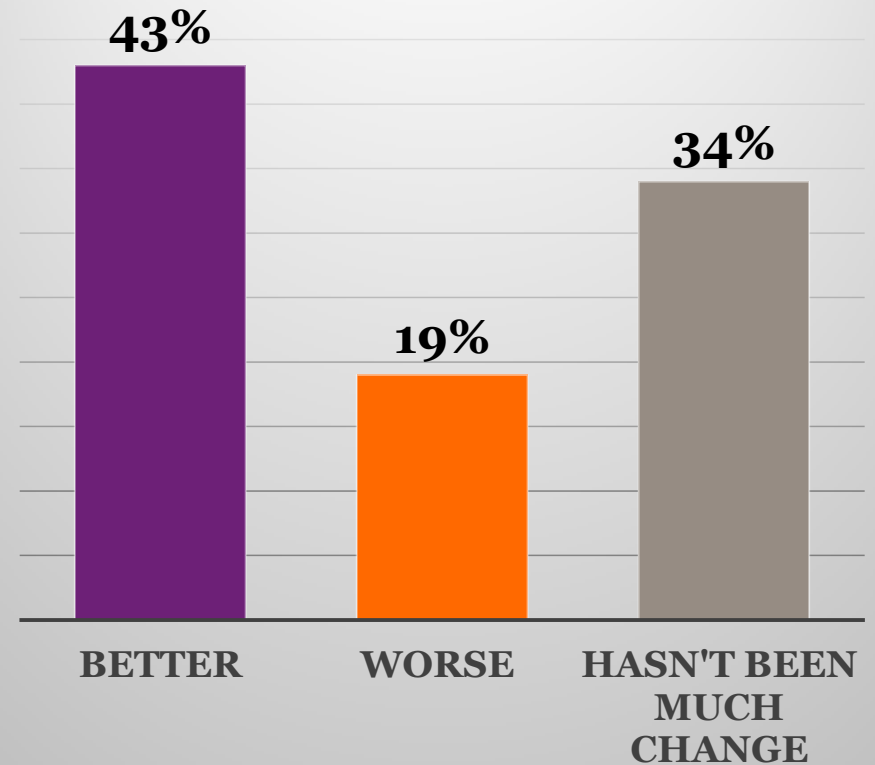
LIVING IN NEWARK

LIVING IN NEWARK

How would you rate Newark as a place to live?

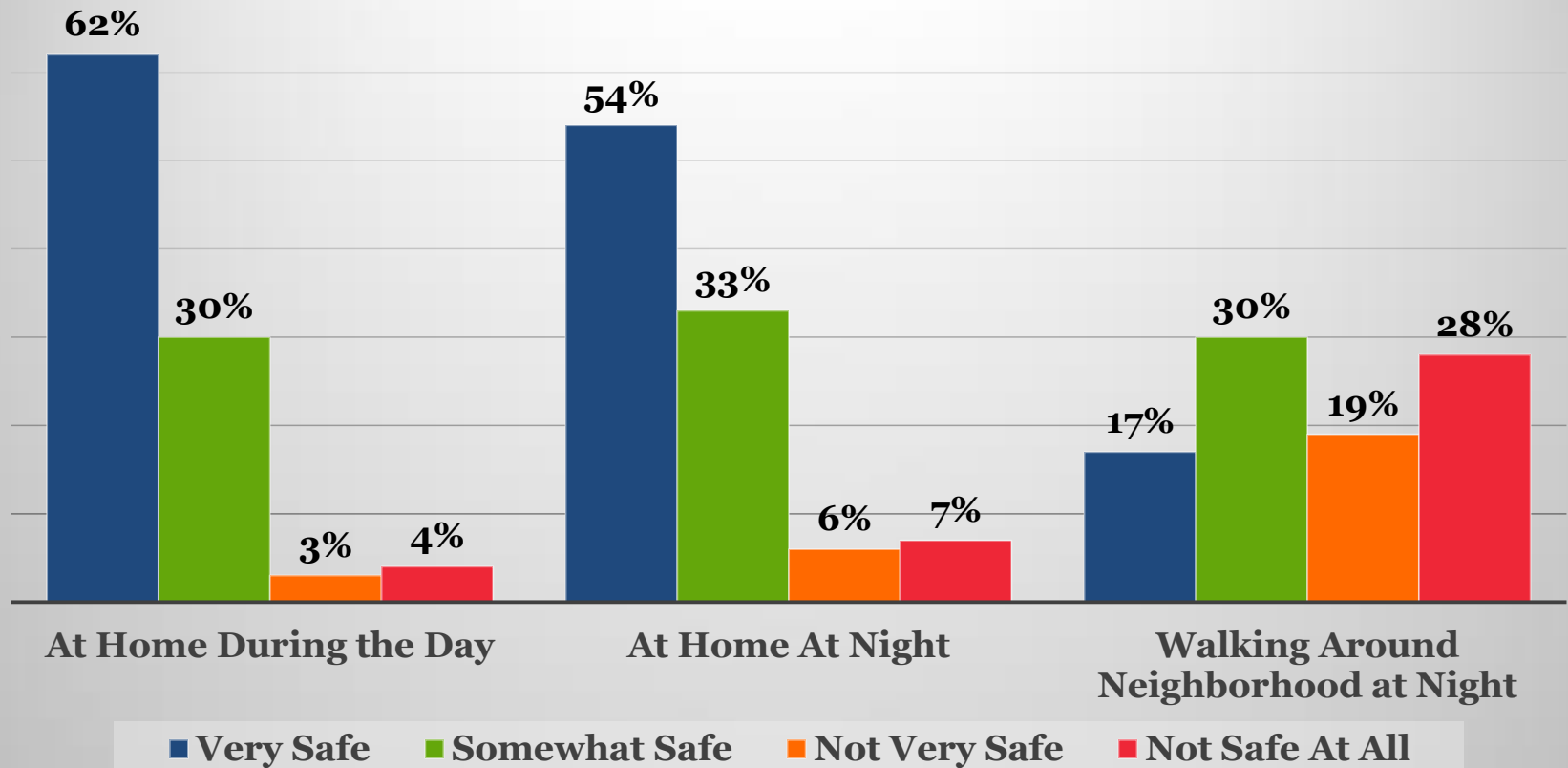


Over the last year has Newark gotten...?



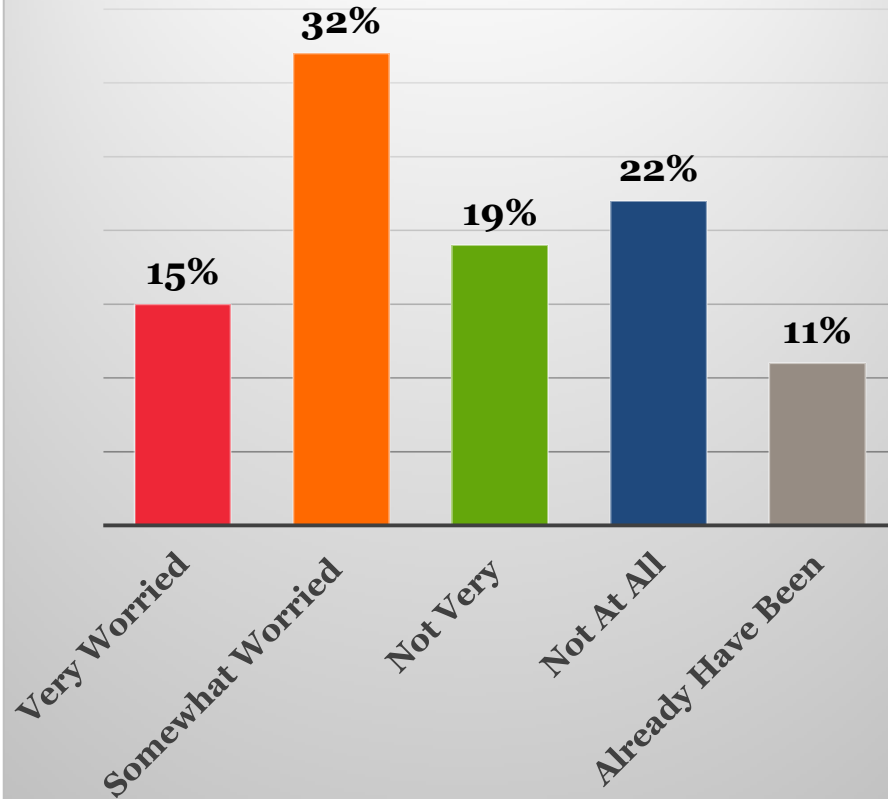
NEIGHBORHOOD SAFETY

How safe do you feel under the following circumstances?

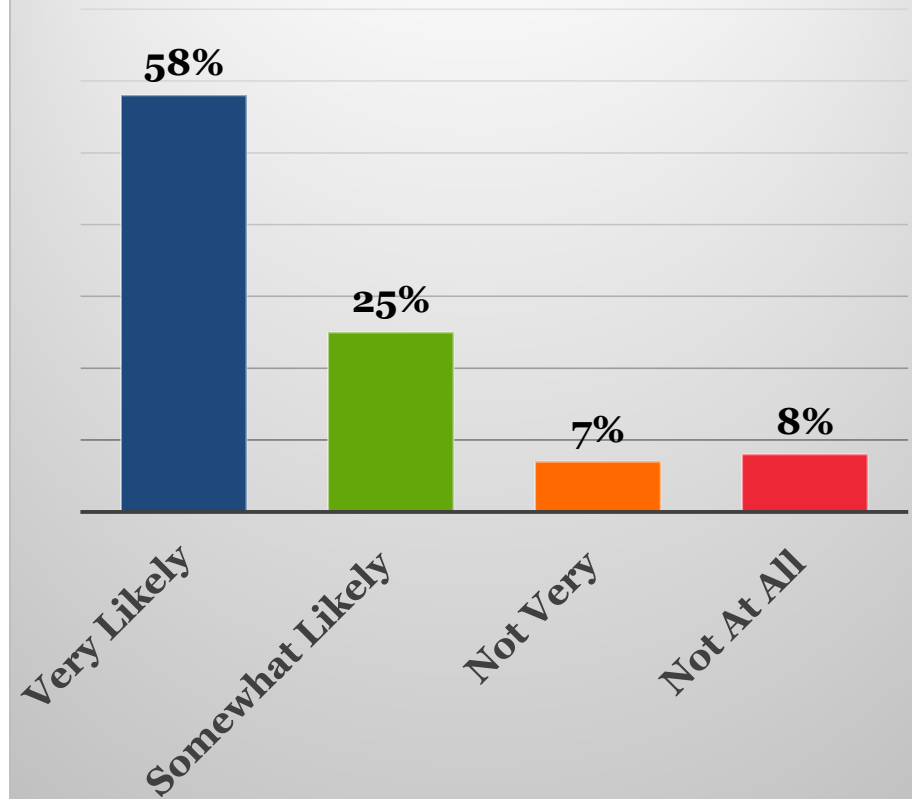


VICTIMIZATION & POLICE ASSISTANCE

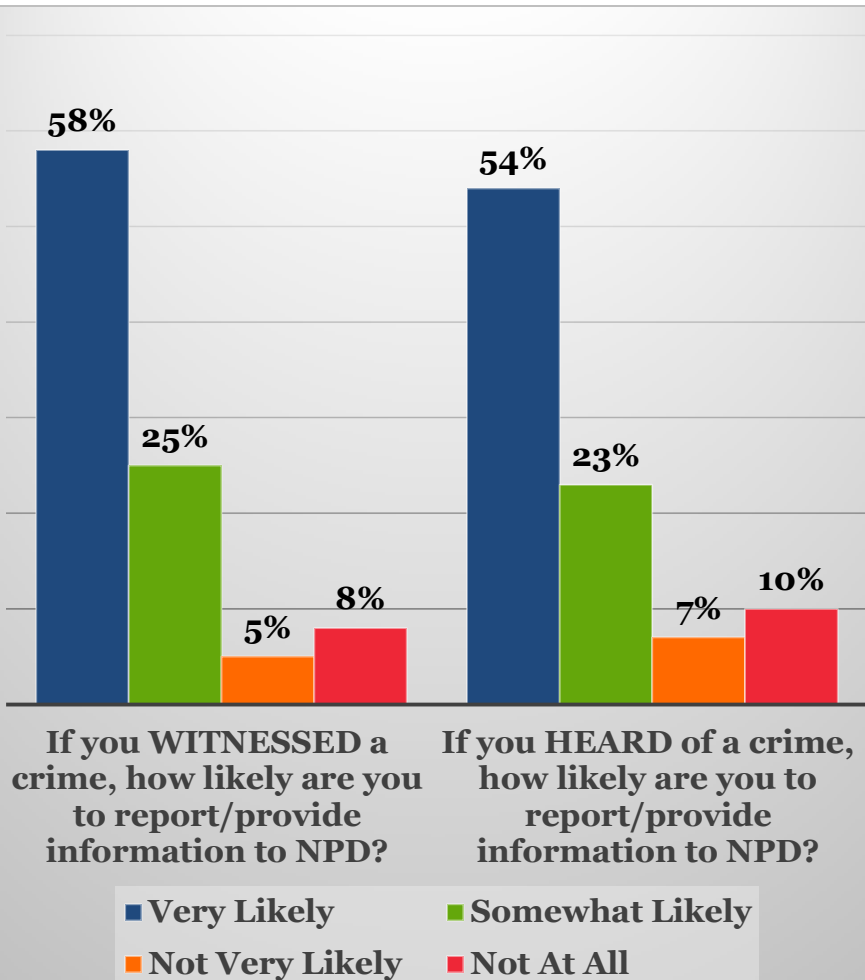
How worried are you that you will be a victim of a crime?



How likely are you to ask a Newark police officer for help?



REPORTING CRIME

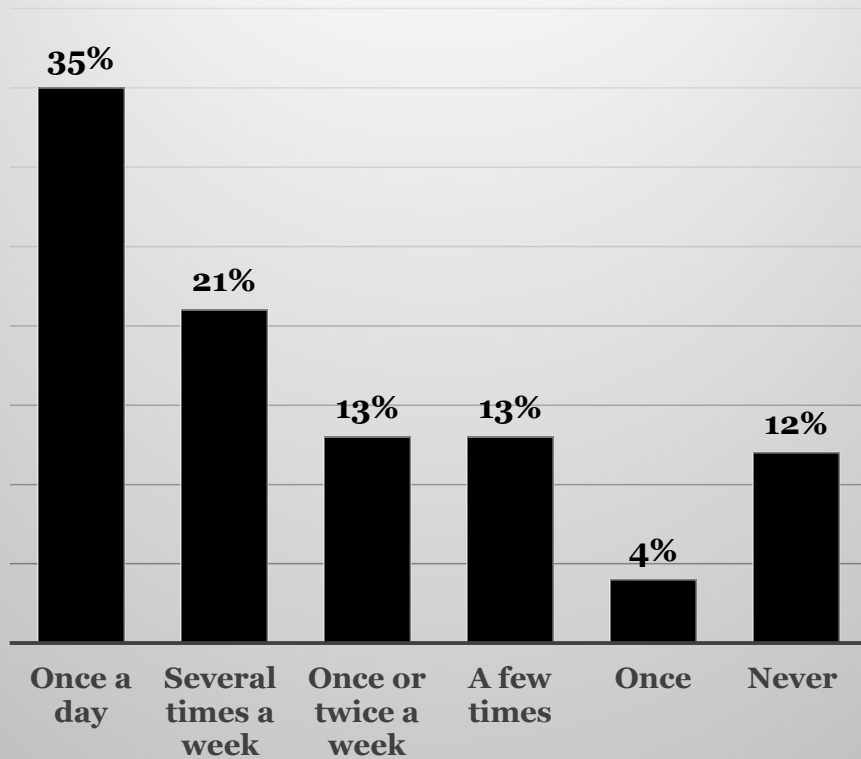


Why are you unlikely to report a crime to NPD?

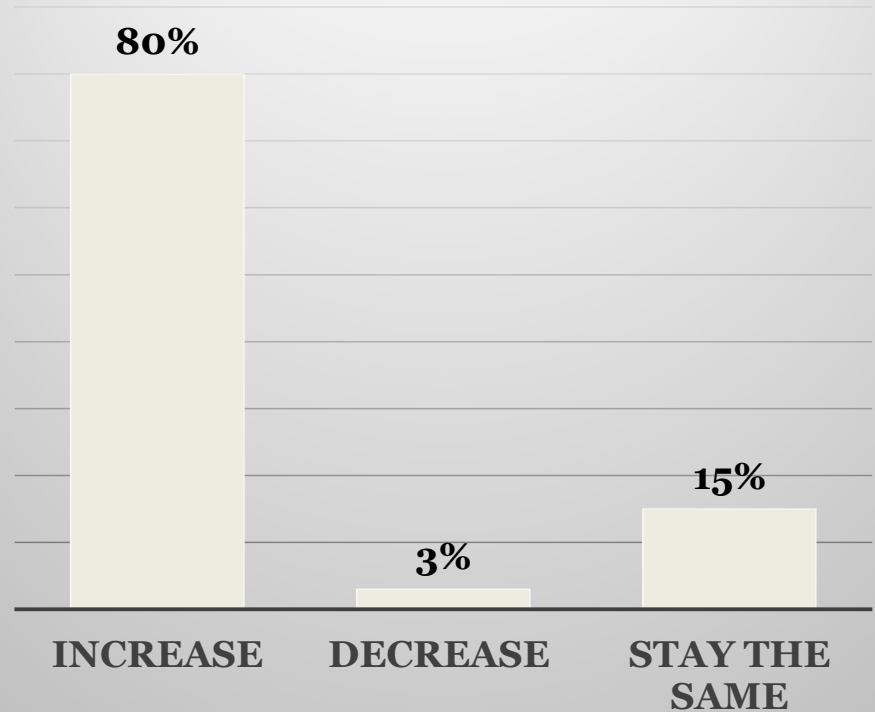
"Pointless/Nothing will happen"	21%
"Don't want to intrude"	20%
"General Fear"	9%
"No trust in police"	9%
"Fear of retaliation from criminals"	8%
"Depends on the crime"	4%
"Police don't keep confidential"	3%
"Bad previous experience"	1%
"Inconvenient/Takes too long"	1%

POLICE PATROLS

In a typical month, how often do you see NPD officers patrolling your neighborhood?



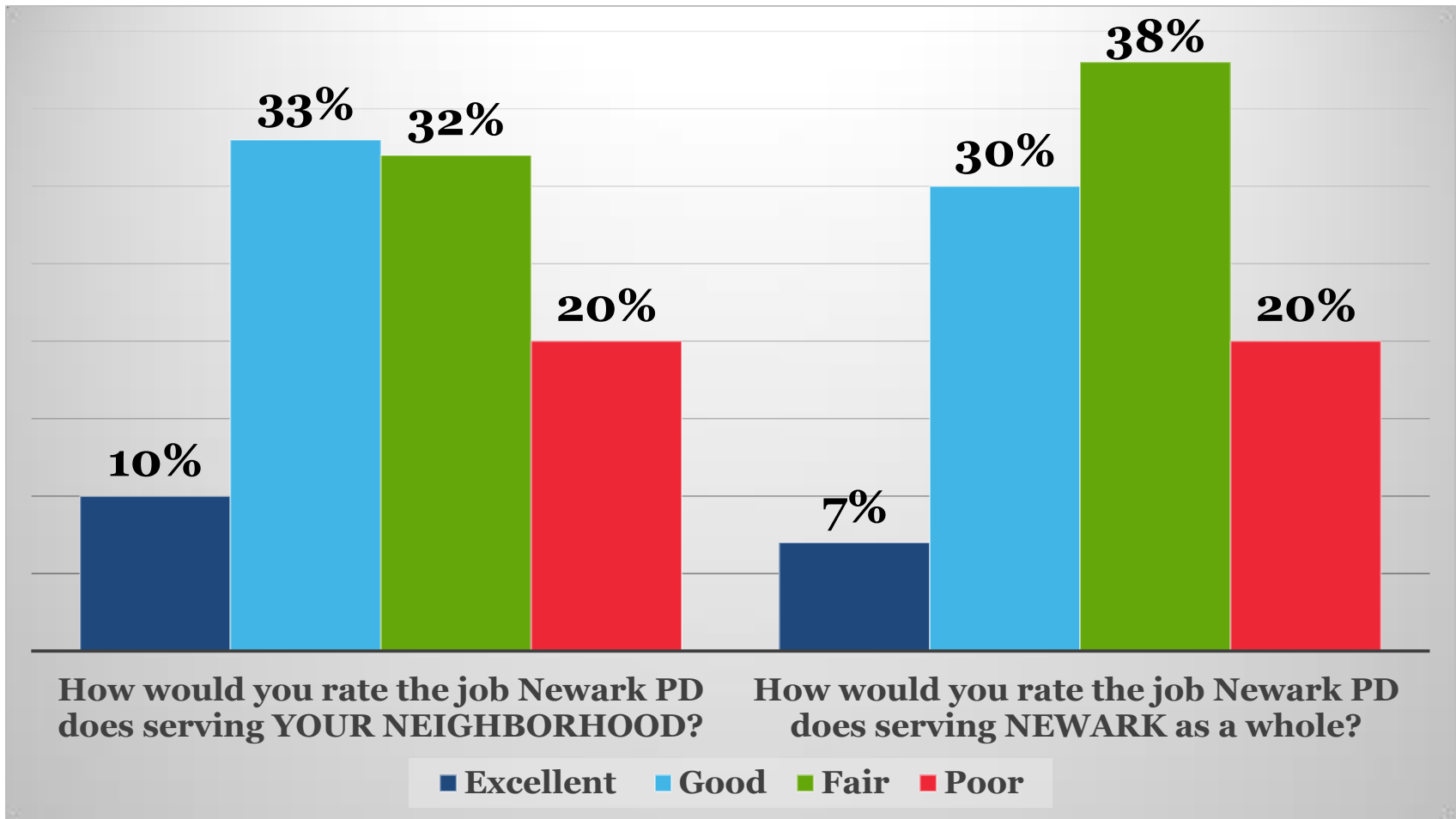
Would you like to see an increase or decrease in the number of NPD officers patrolling your neighborhood?



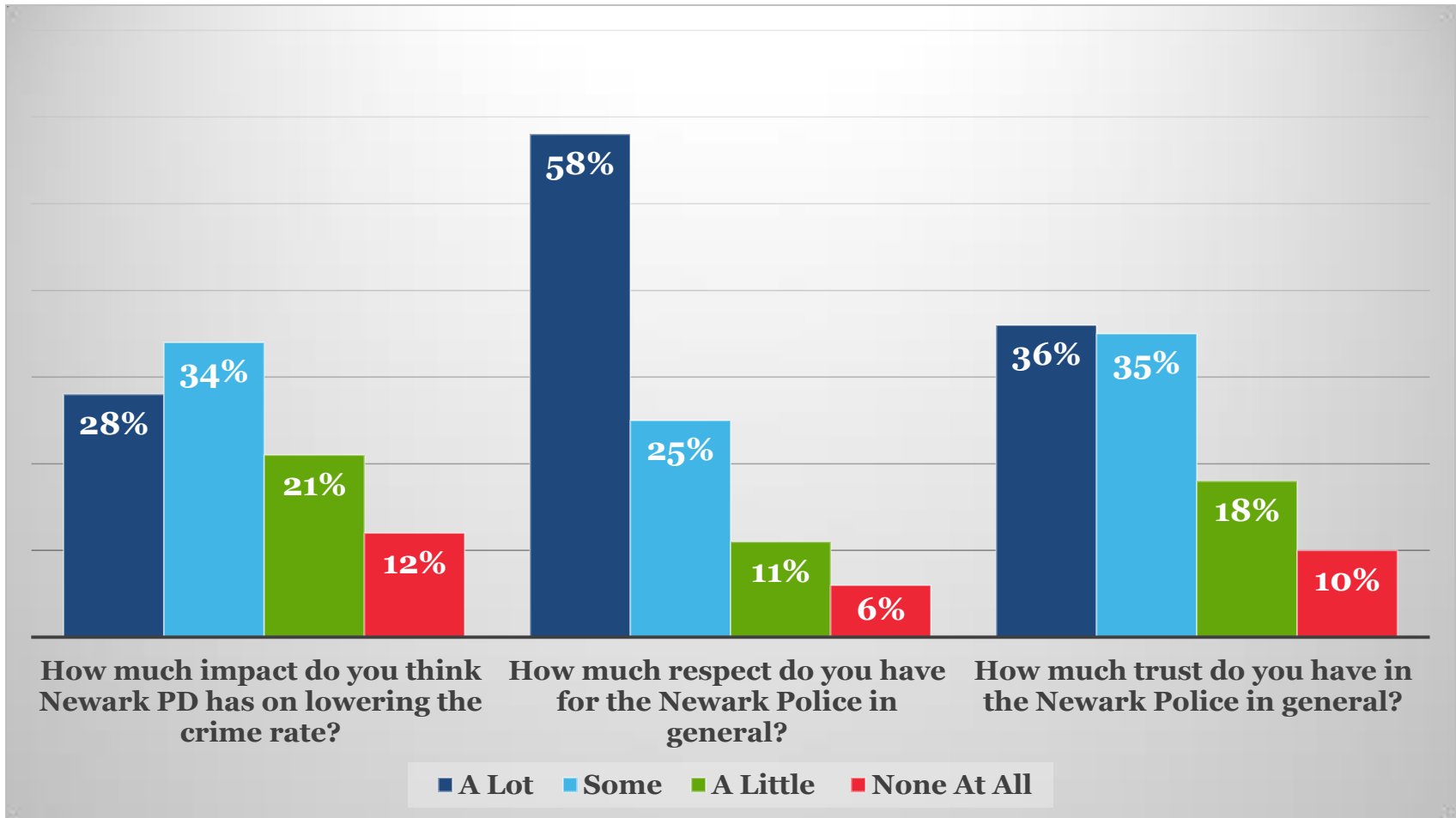
- Trust in Police
- Police Practices

COMMUNITY EXPERIENCES & PERCEPTIONS

PERCEPTIONS OF NPD

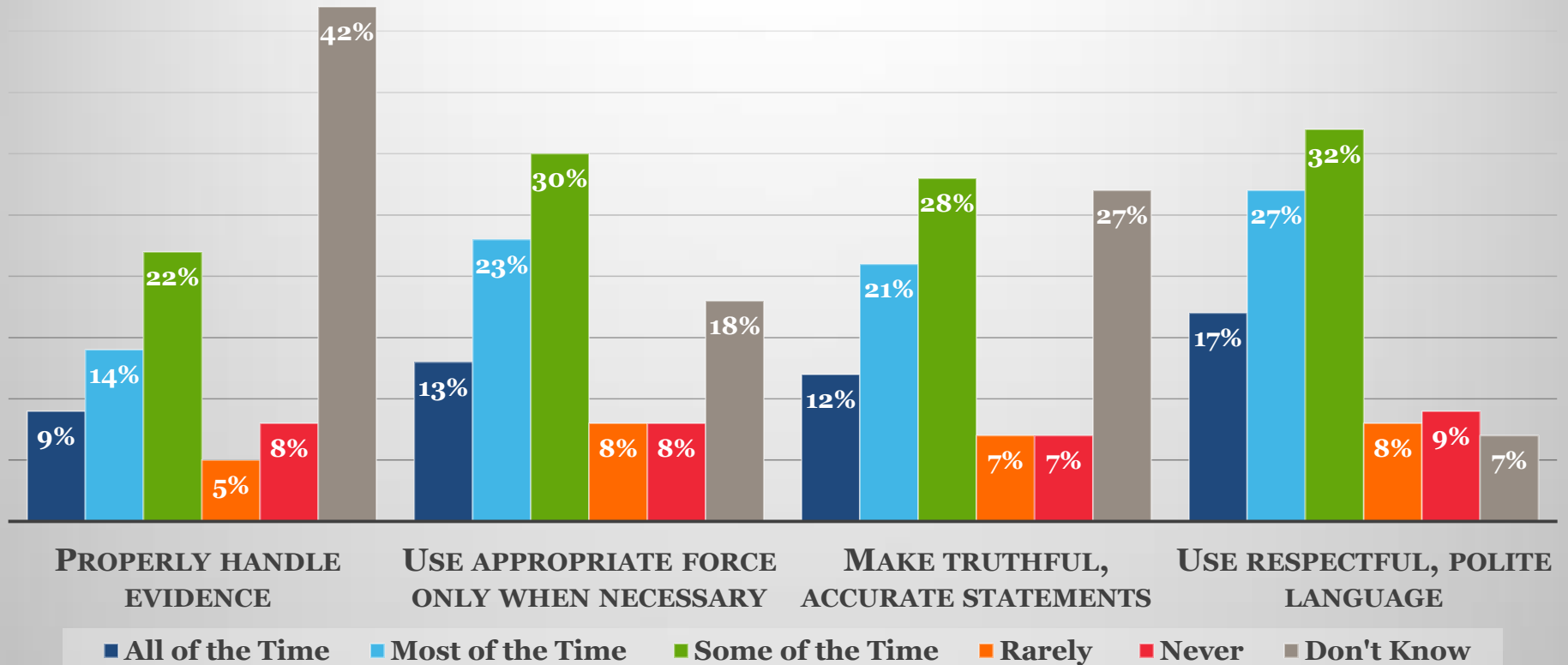


PERCEPTIONS OF NPD



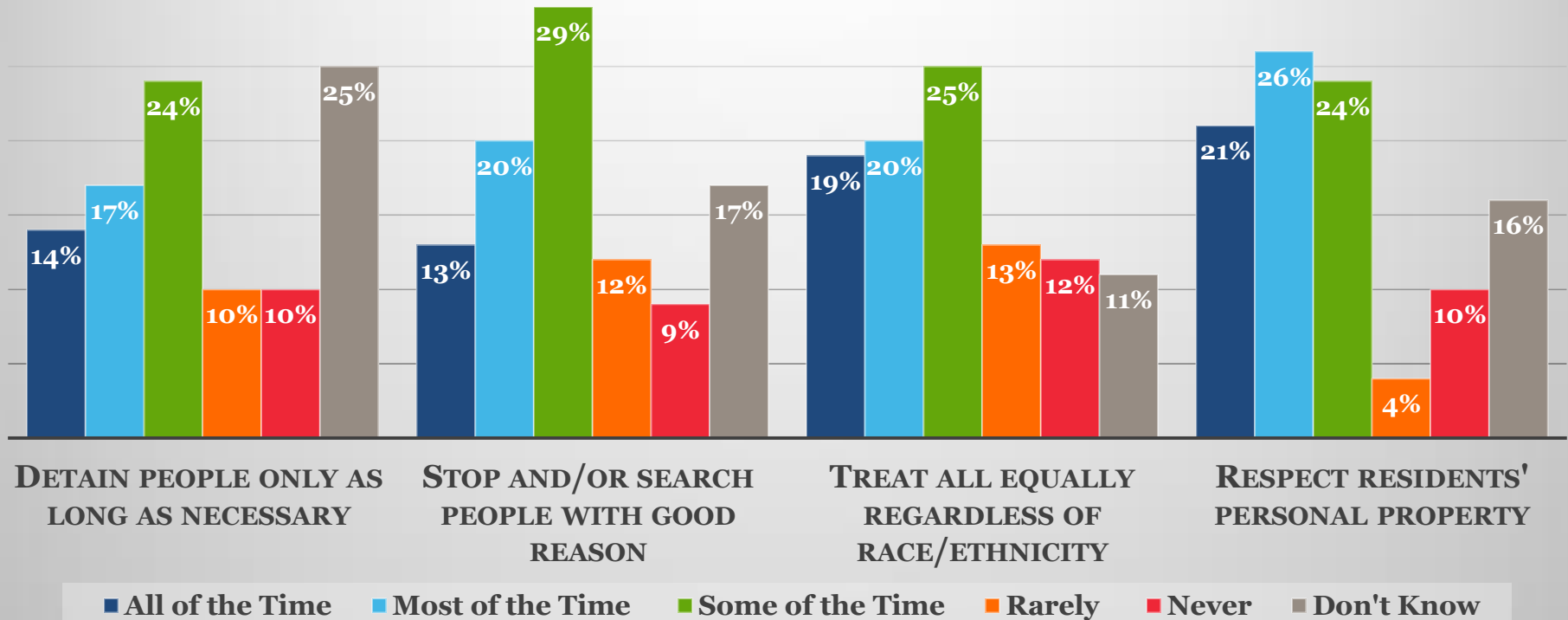
NPD PRACTICES

How often does Newark PD do the following?



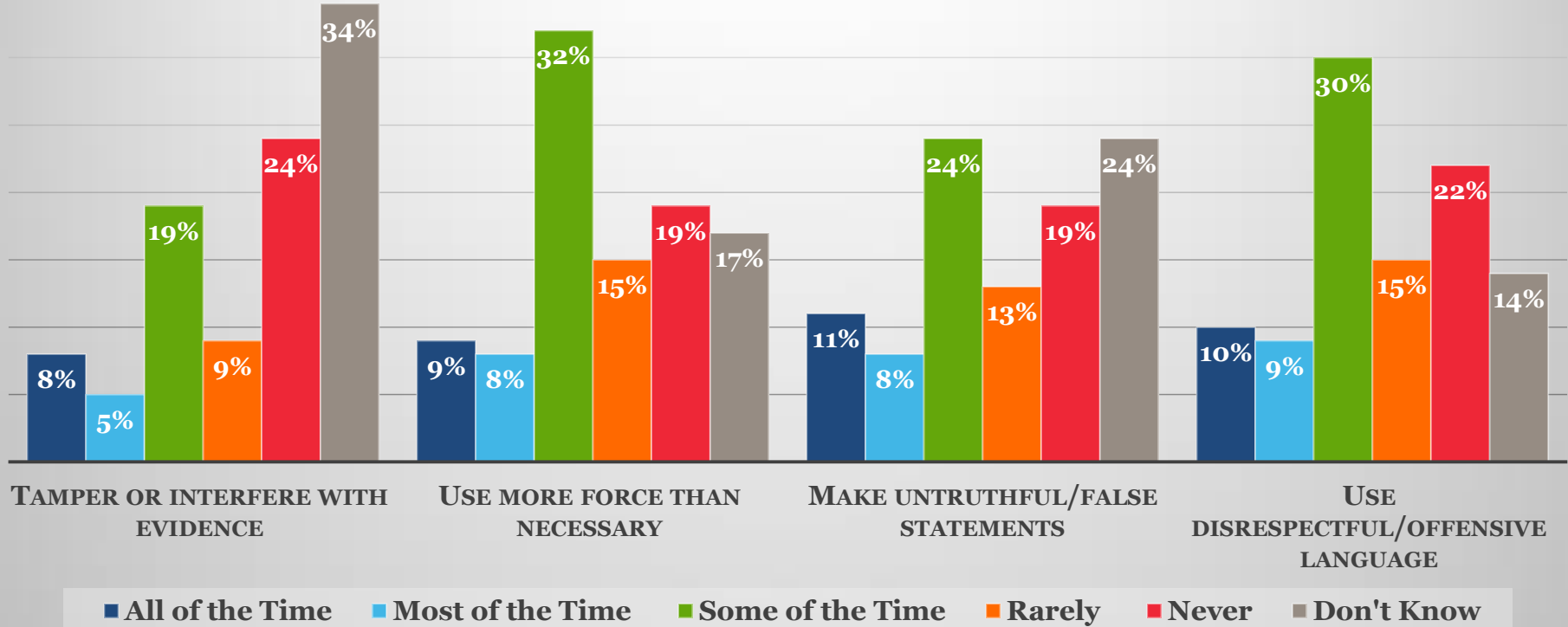
NPD PRACTICES

How often does Newark PD do the following?



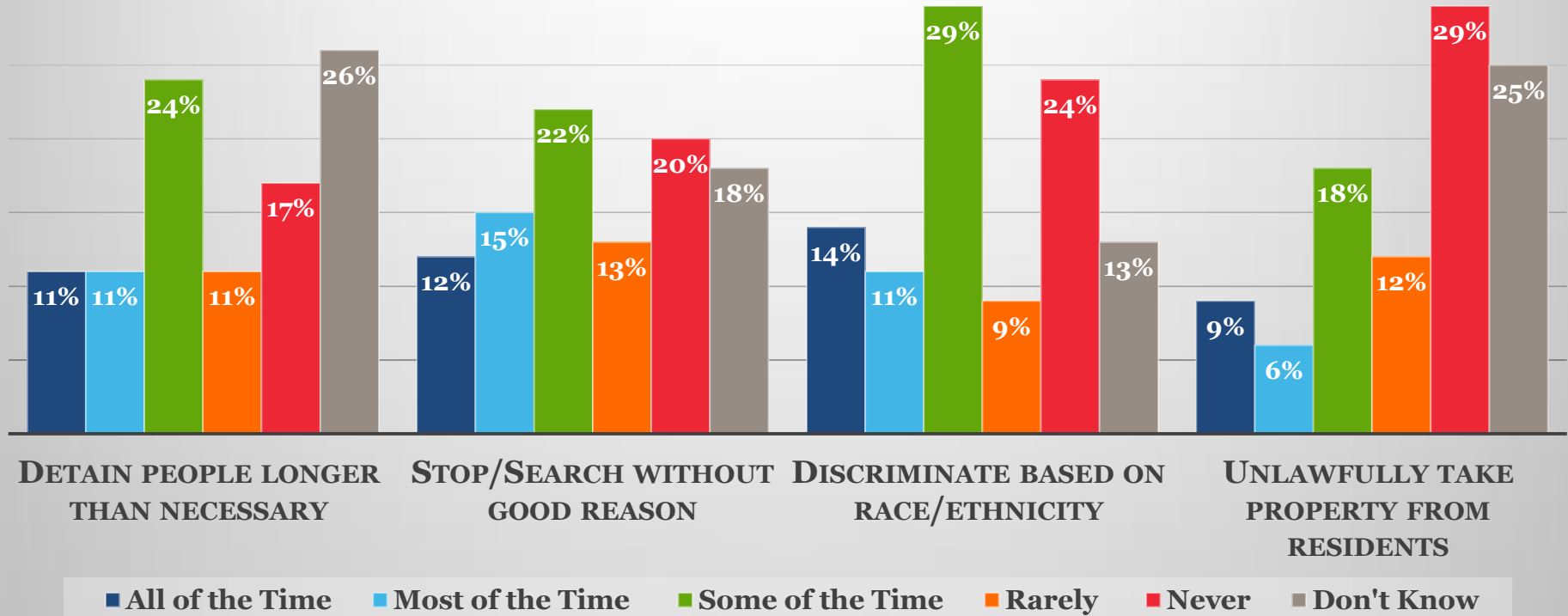
NPD PRACTICES

How often does Newark PD do the following?



NPD PRACTICES

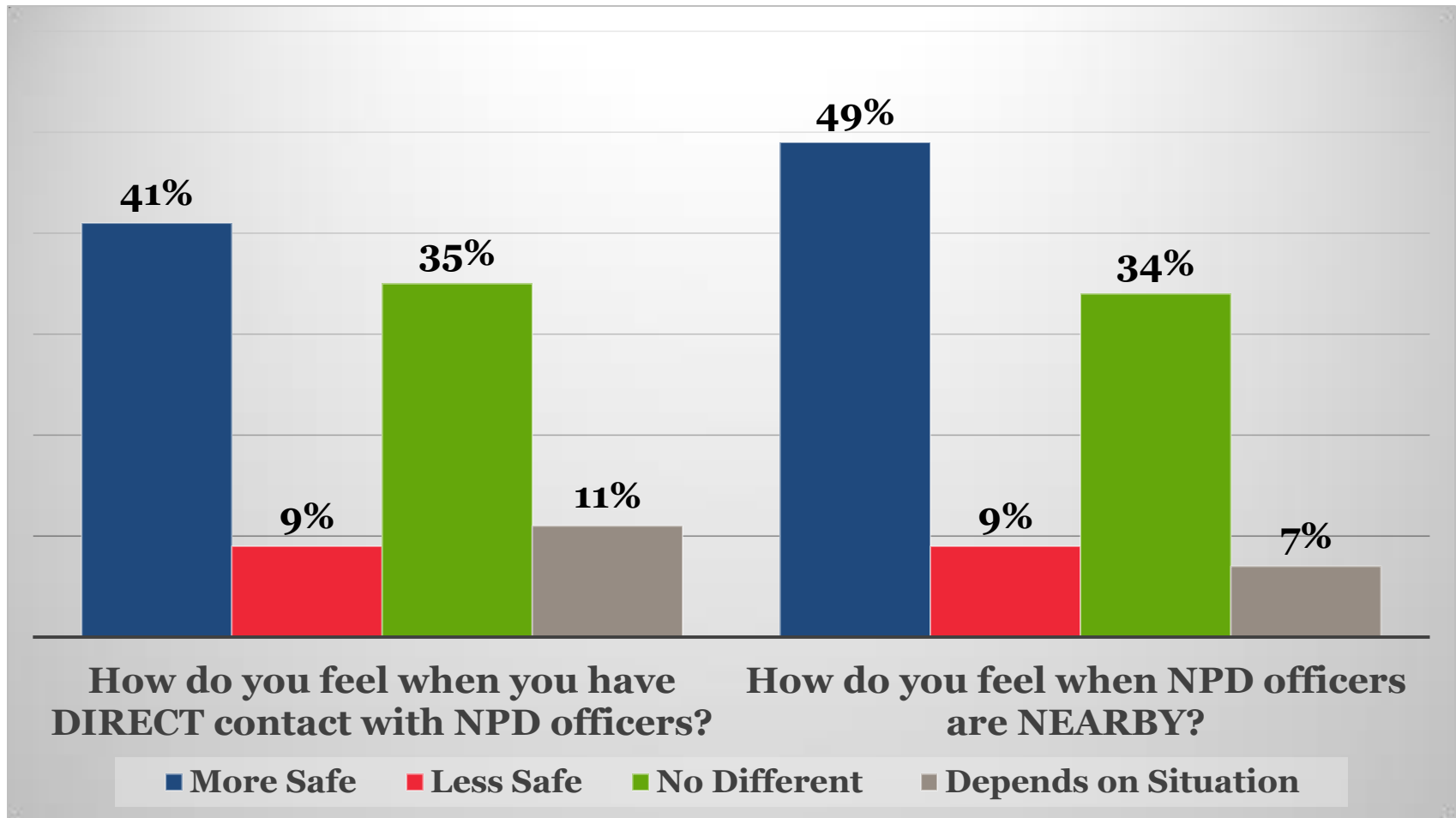
How often does Newark PD do the following?



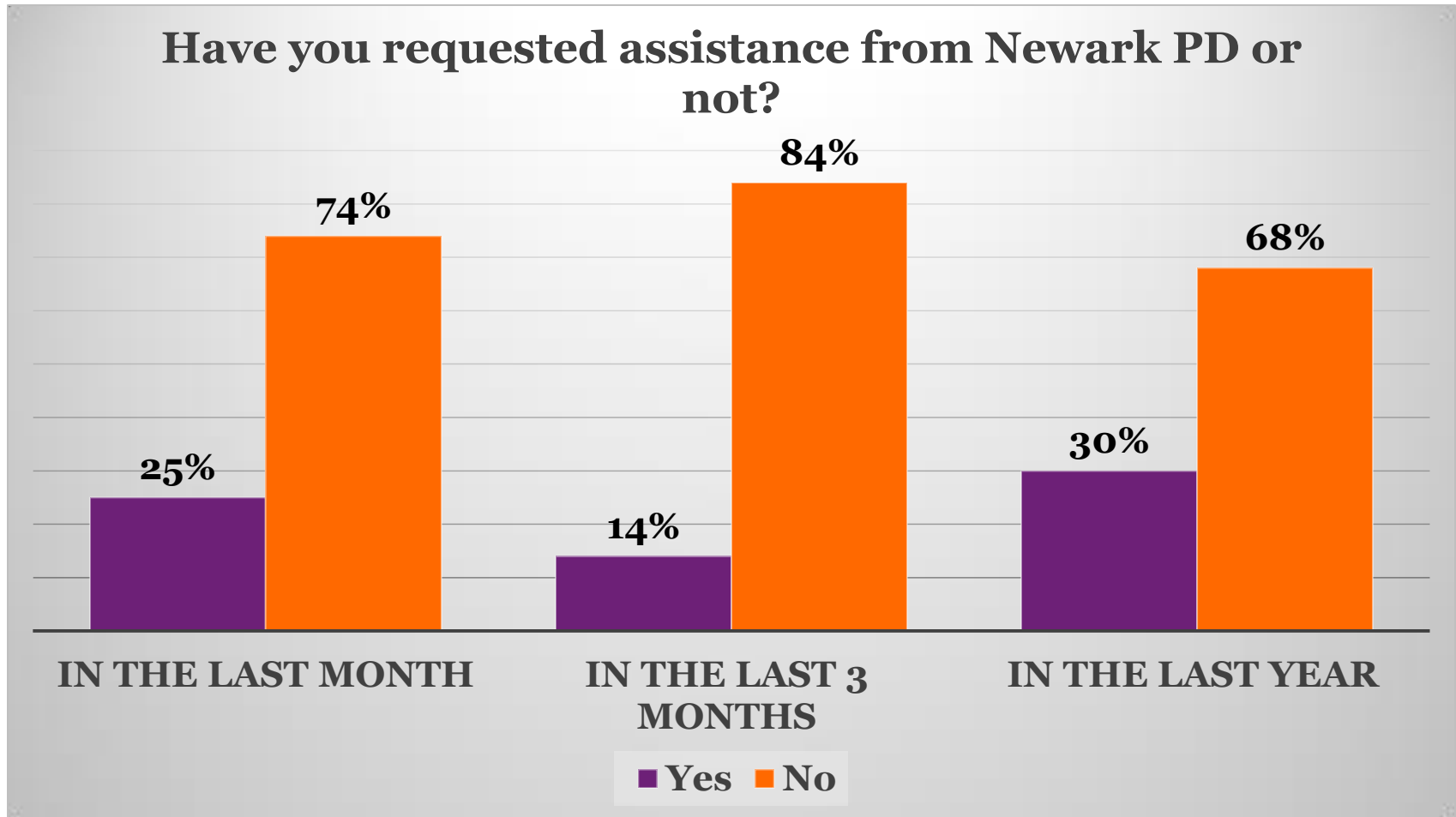
- Feelings of Safety
- Information and Interactions
- Positive and Negative Experiences

INTERACTIONS WITH NPD

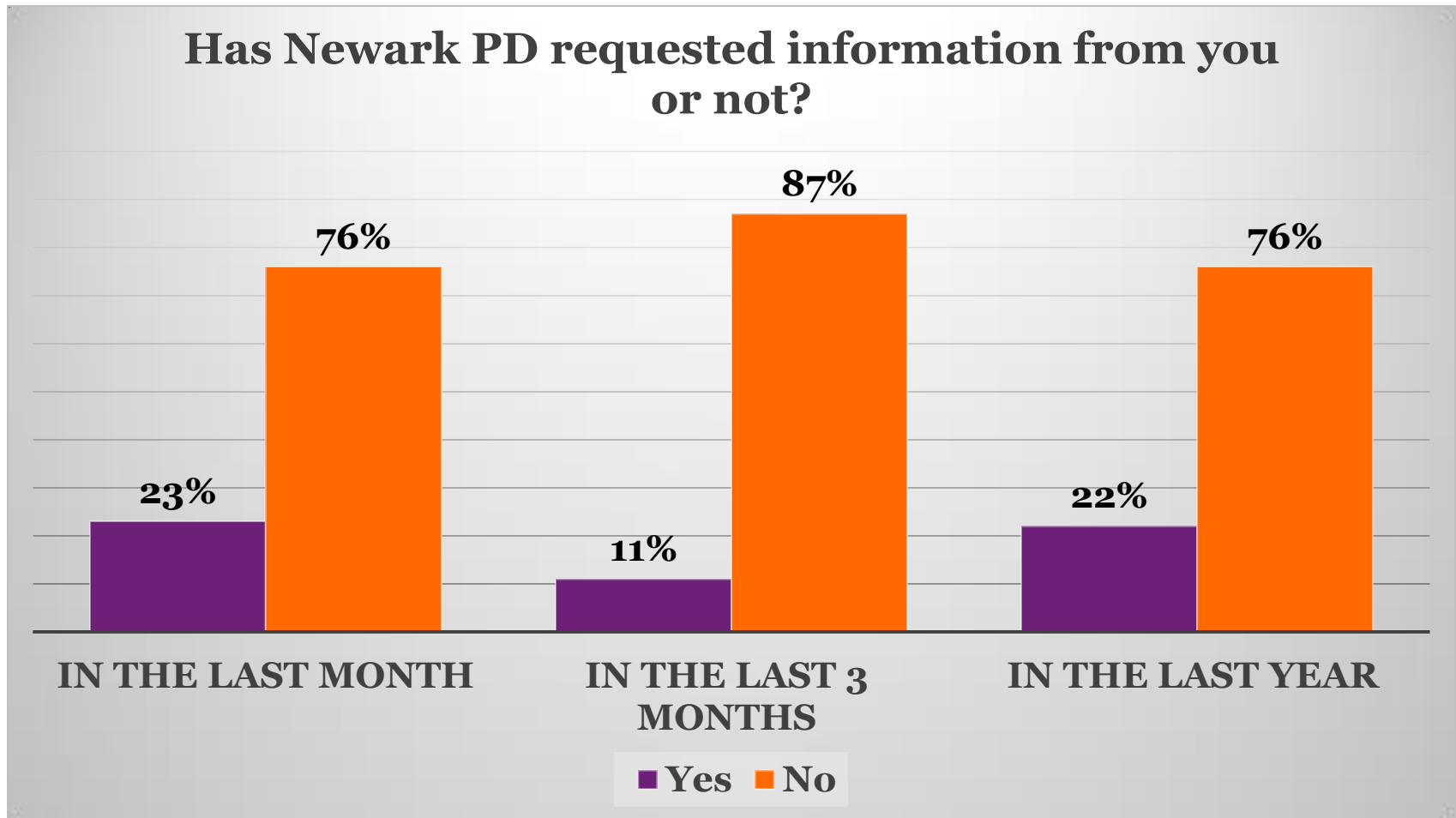
PRESENCE OF NEWARK PD



REQUESTS FOR ASSISTANCE



REQUESTS FOR INFORMATION



MEMORABLE NEGATIVE EXPERIENCES

“Never Had a Negative Experience”	53%
“NPD took too long to respond/did not respond at all/did not help or file report”	9%
“Officer was unprofessional/rude”	8%
“Traffic/car violations: pulled over, tickets, car searched/towed without cause”	8%
“Experienced/witnessed abuse, aggression, harassment by officer”	5%
“Falsely accused, fined, arrested and/or detained without cause”	3%
“Police treated someone differently based on race”	1%
“Officer forced entry into home without cause”	1%
“Stopped and frisked”	>1%

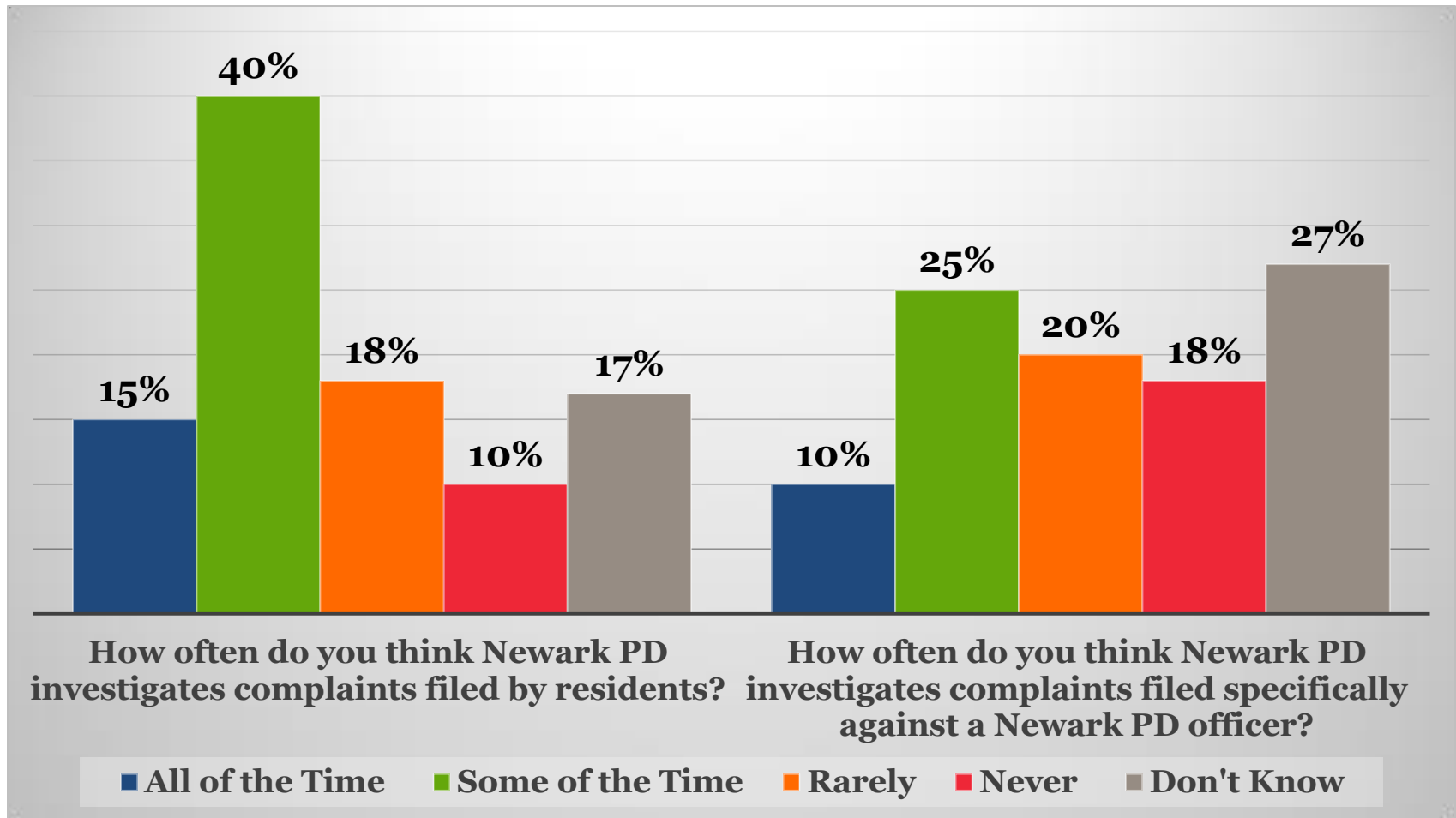
MEMORABLE POSITIVE EXPERIENCES

“Never Had a Positive Experience”	83%
“Officer was nice/polite, positive interaction”	4%
“Officers engaged with community members/kids”	3%
“Police arrived quickly when needed”	2%
“Officer was helpful, even when they didn’t need to be”	1%
“Received warning instead of ticket”	1%
“Knows of, related to, or works regularly with police”	1%
“Police made me feel safe”	>1%

- Following Up on Reports
- Deciding Not to Report
- 911 Calls and Responses

COMPLAINTS & REPORTING

INVESTIGATING COMPLAINTS



FILING FORMAL COMPLAINTS

In the last 12 months, 12% or **85** respondents have had a reason to file a complaint with Newark PD.

Of those 85 respondents, 42% or **36** respondents actually followed through and filed a formal complaint.

How satisfied were those **36** respondents with the result of their complaint?

- **Very Satisfied...28%**
- **Somewhat Satisfied...33%**
- **Not Very Satisfied...6%**
- **Not Satisfied At All...33%**

Reasons why the 49 people who did not report made that decision:

They did not think it would make a difference.	37%
--	-----

Concerned there would be a backlash.	14%
--------------------------------------	-----

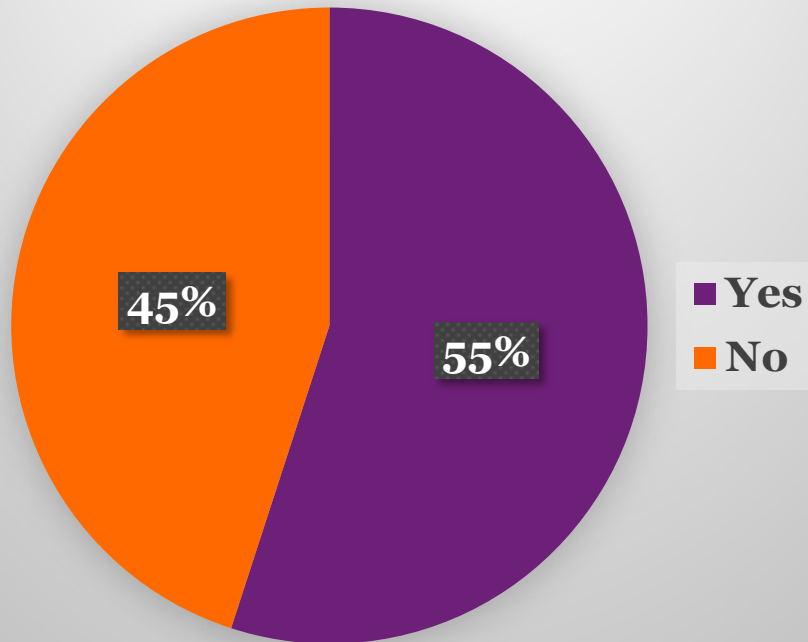
They did not know how.	10%
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It would take too much time.	4%
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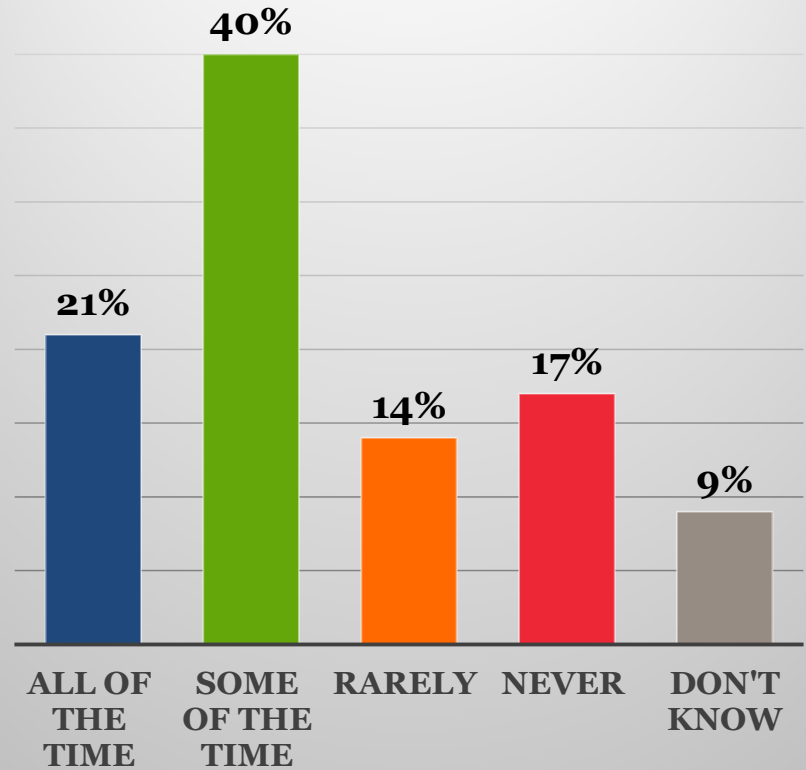
Some other reason.	35%
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911 CALLS

Have you ever made a 911 emergency call in Newark?



Do Newark police respond quickly enough to 911 calls...?

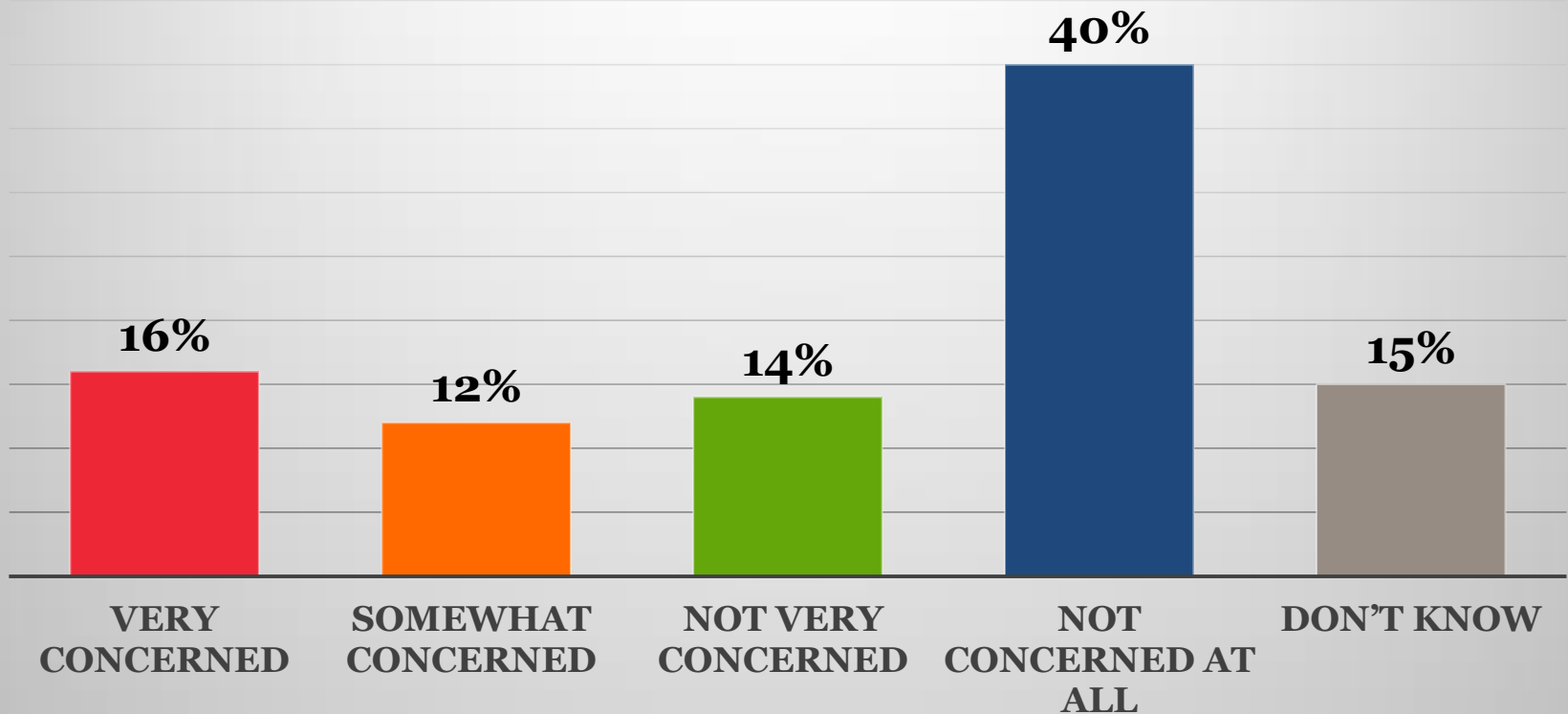


- Stops
- Searches
- Use of Force

POLICE STOPS

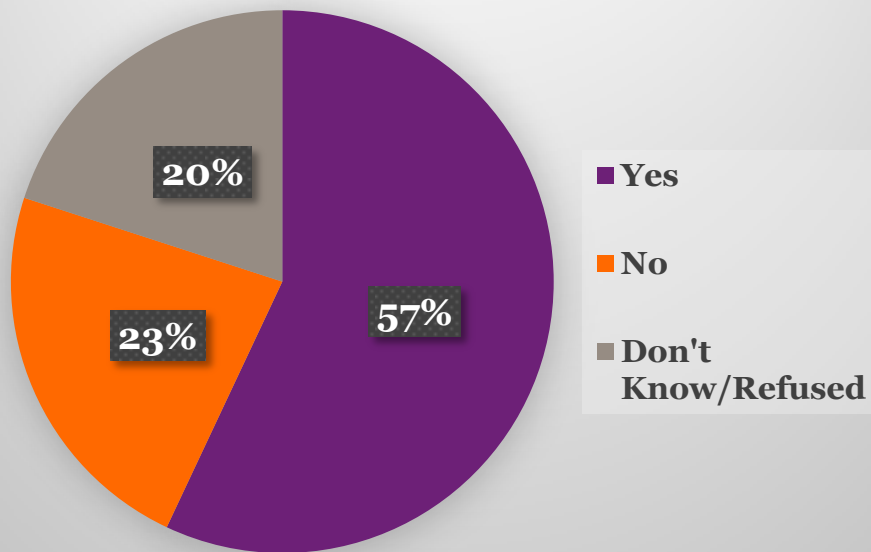
MOST RECENT POLICE STOP

How concerned for your safety were you during the most recent time you were stopped by Newark PD? (413 respondents who reported a recent stop.)

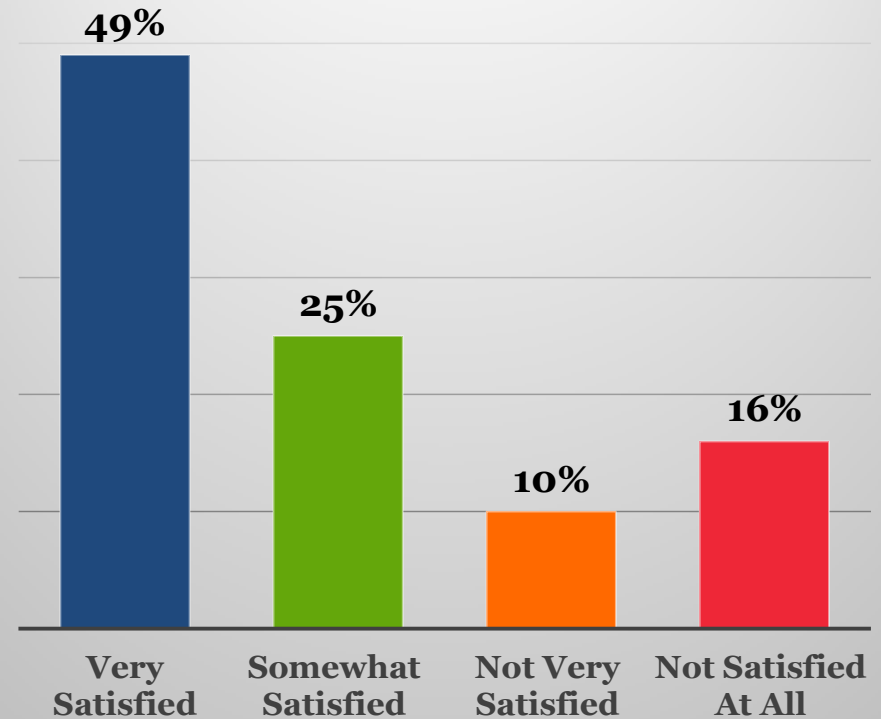


EXPLANATIONS FOR STOPS

Did the officer explain why they were stopping you?

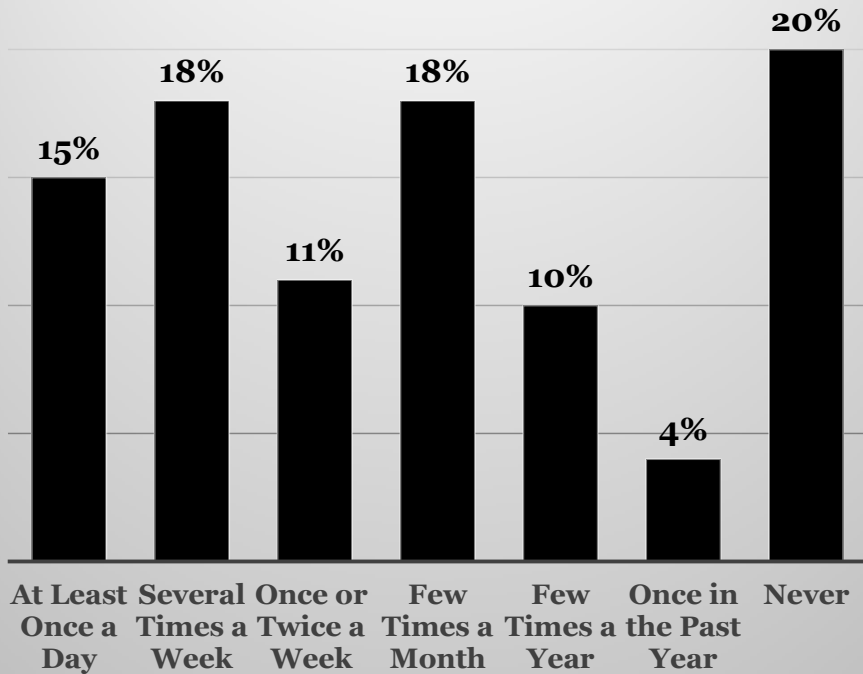


How satisfied were you with the explanation given?

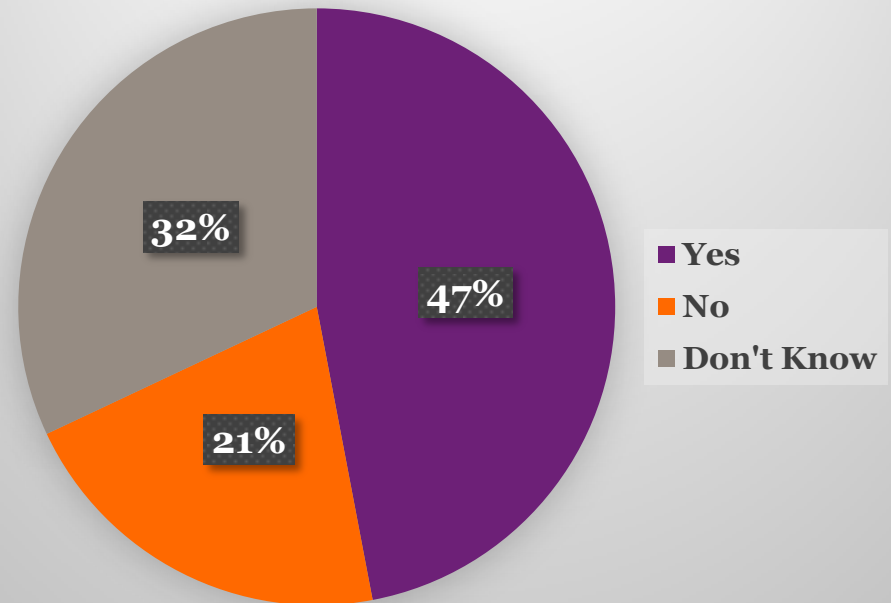


OBSERVING POLICE STOPS

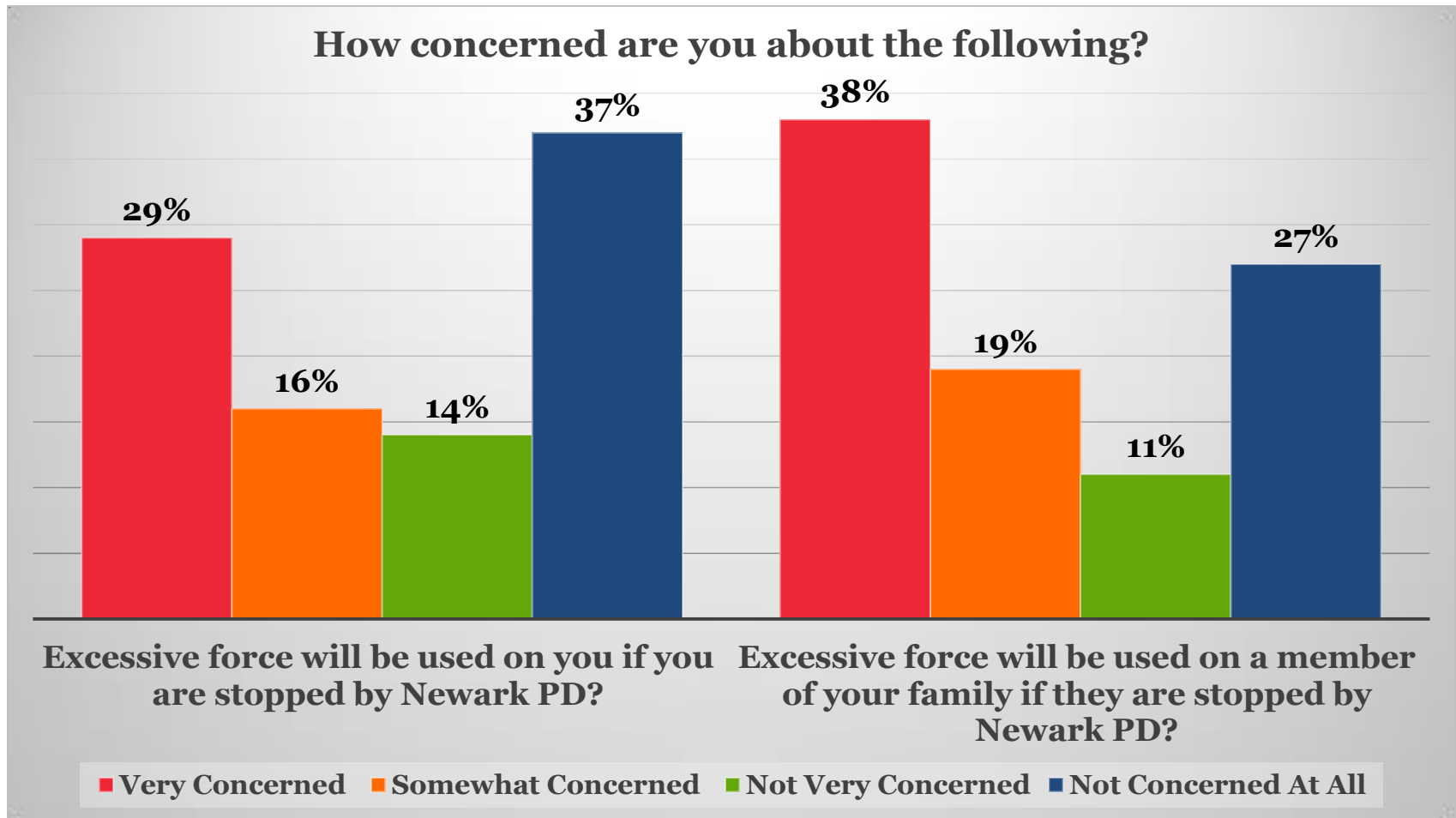
How often have you seen a Newark PD officer stop someone else in the last year?



Did you feel the officer had legitimate reason to stop that person?



USE OF EXCESSIVE FORCE

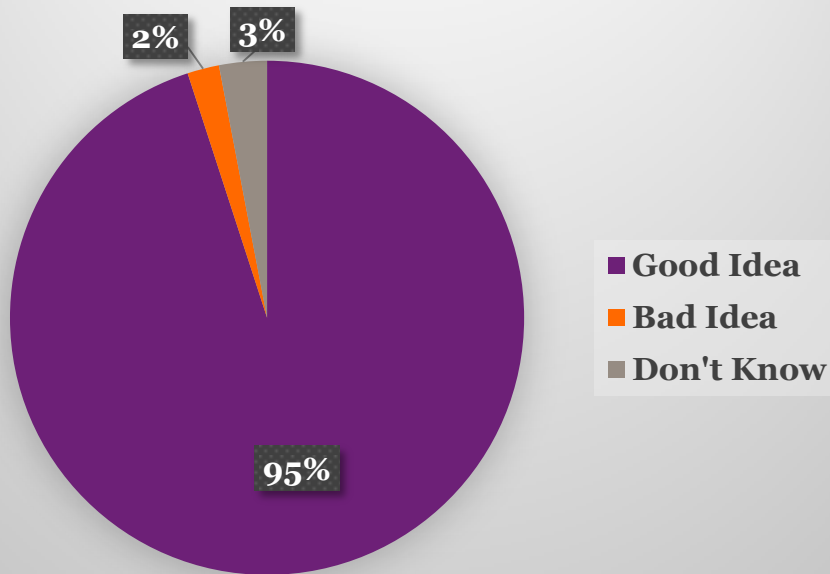


- Comfort with Body Cams
- Compliance
- Information Sharing

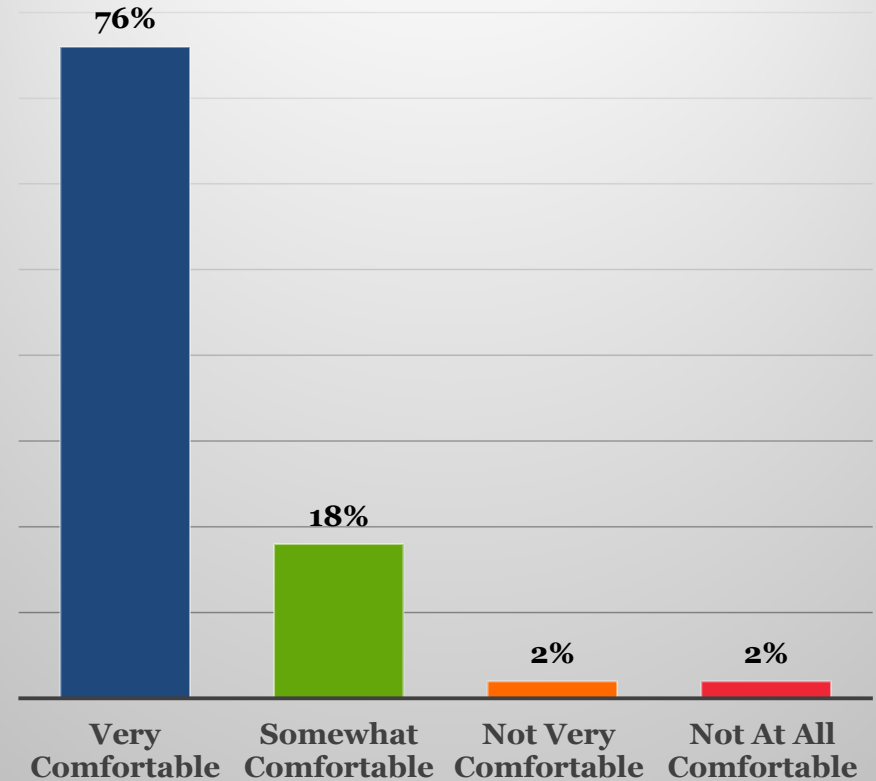
BODY CAMERAS

USE OF BODY CAMS

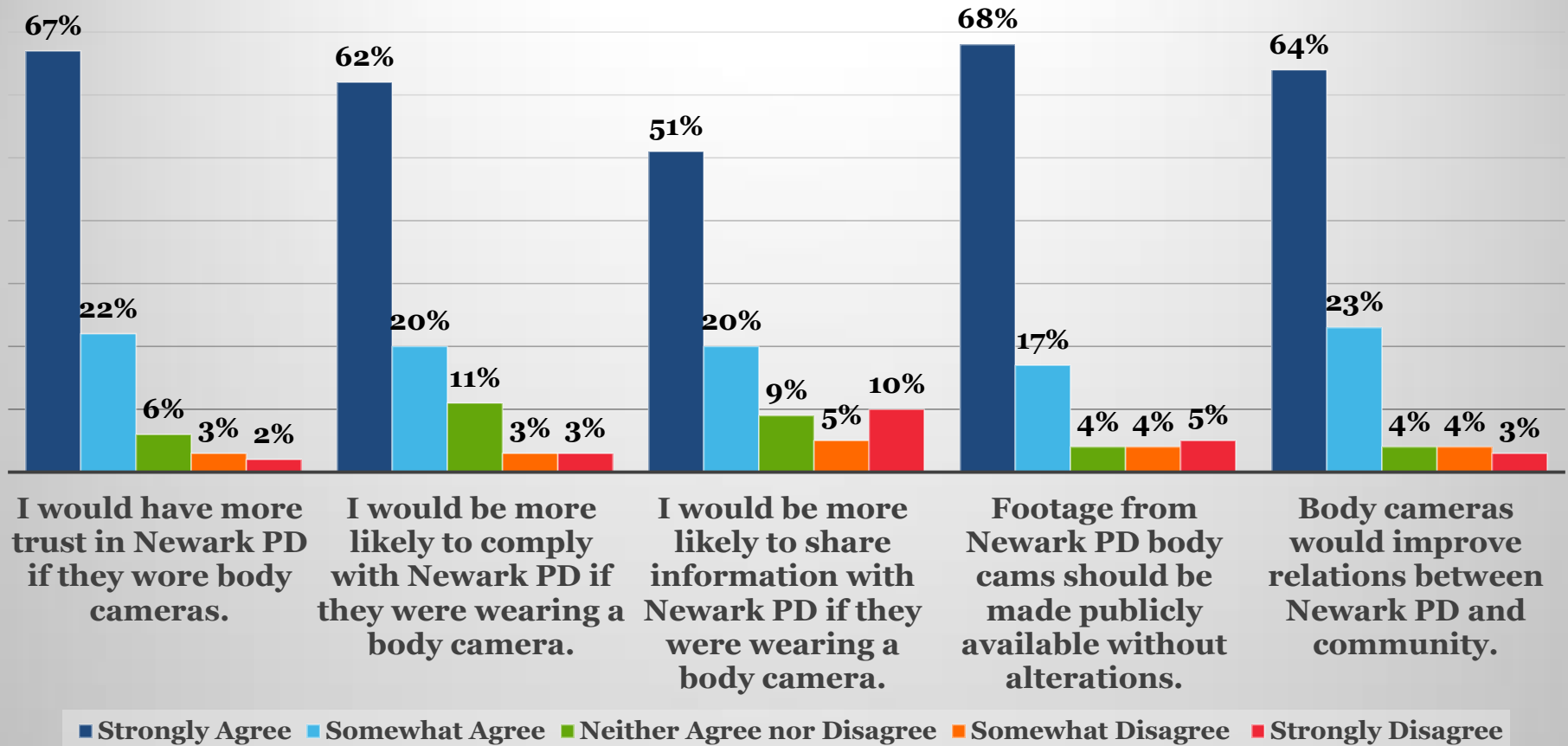
Do you think it would be a good idea or a bad idea for more Newark police officers to wear body cameras?



How comfortable are you knowing you are being filmed when communicating with officers wearing body cameras?



ISSUES RELATED TO BODY CAMS

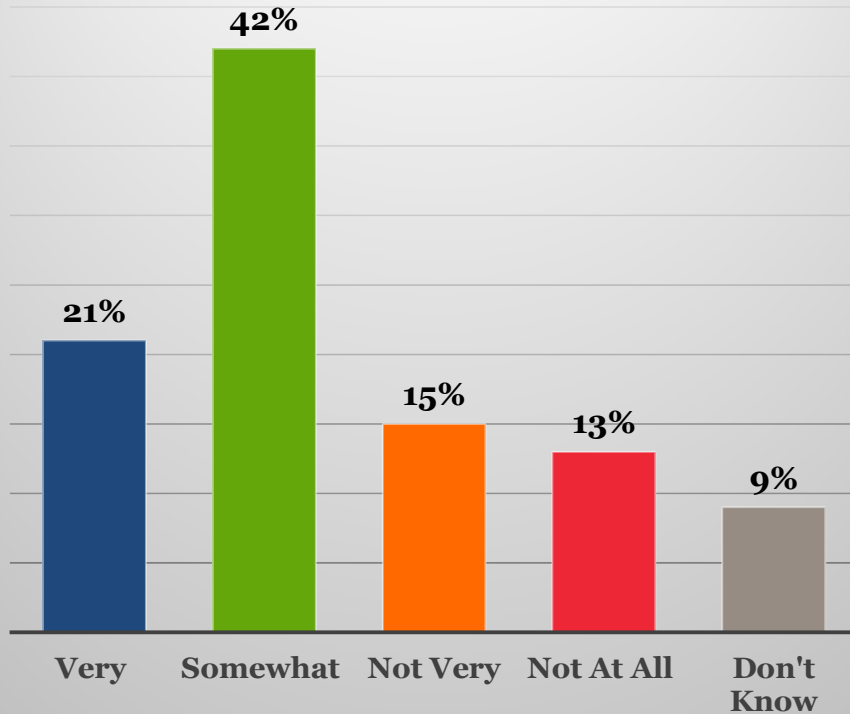


- Police Engagement
- Police Treatment of Different Demographics
- Suggestions for Improvements

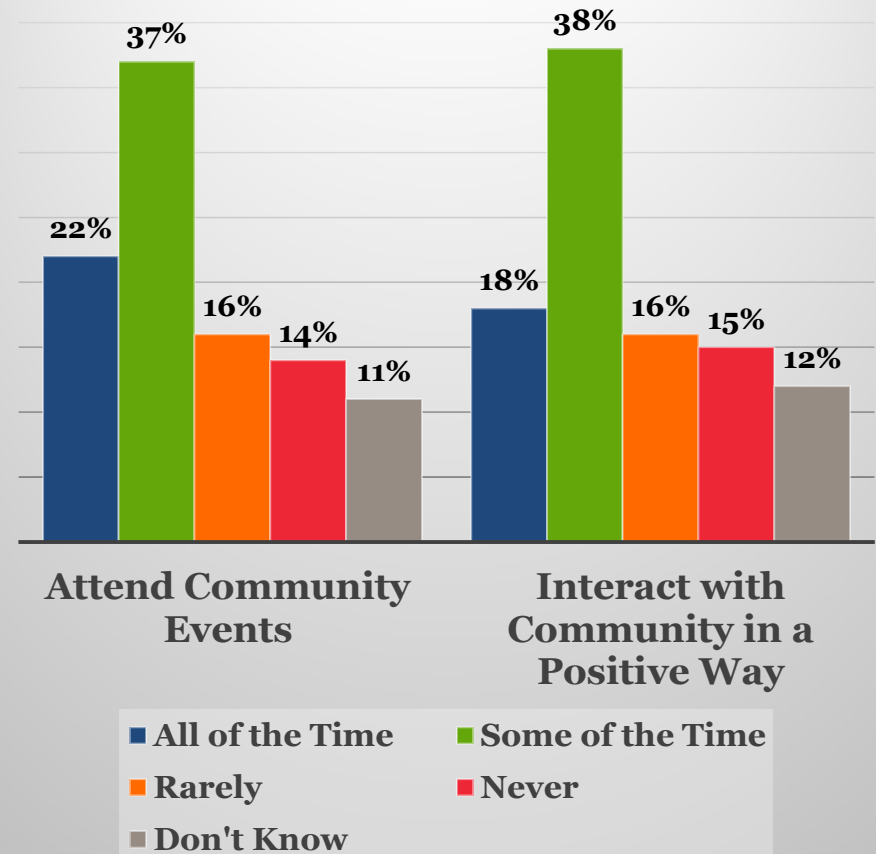
POLICE IN THE COMMUNITY

KNOWLEDGE AND ENGAGEMENT

How knowledgeable are Newark officers about the background/experiences of your community?

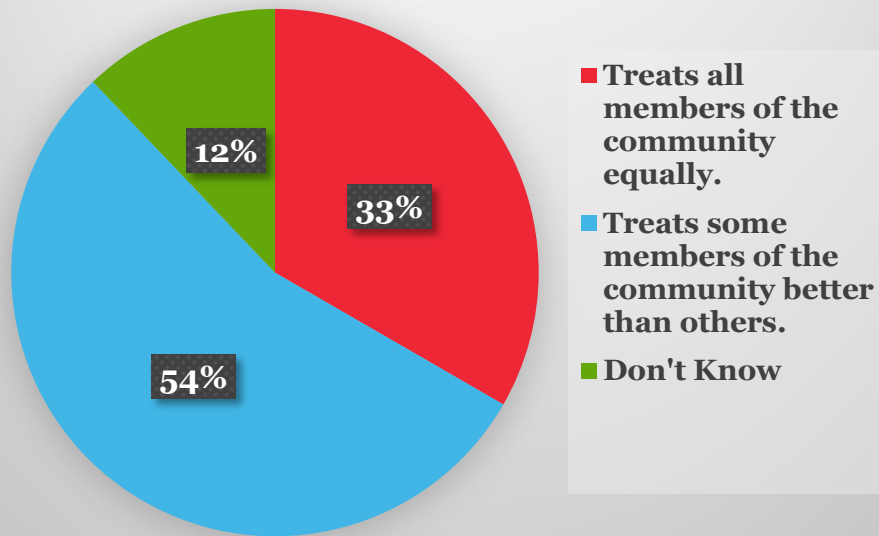


Do Newark PD officers...?

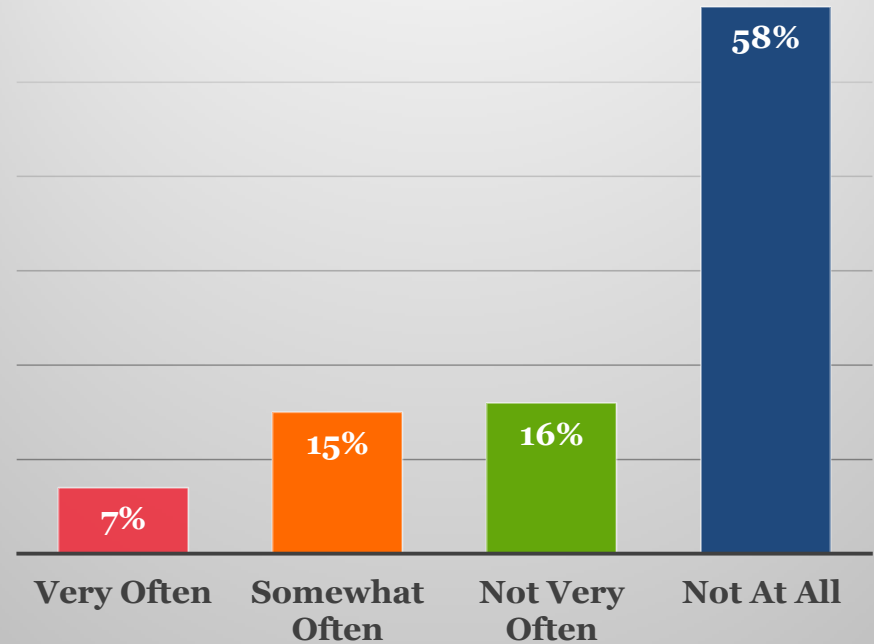


EQUAL TREATMENT

In general, do you think the Newark PD...?

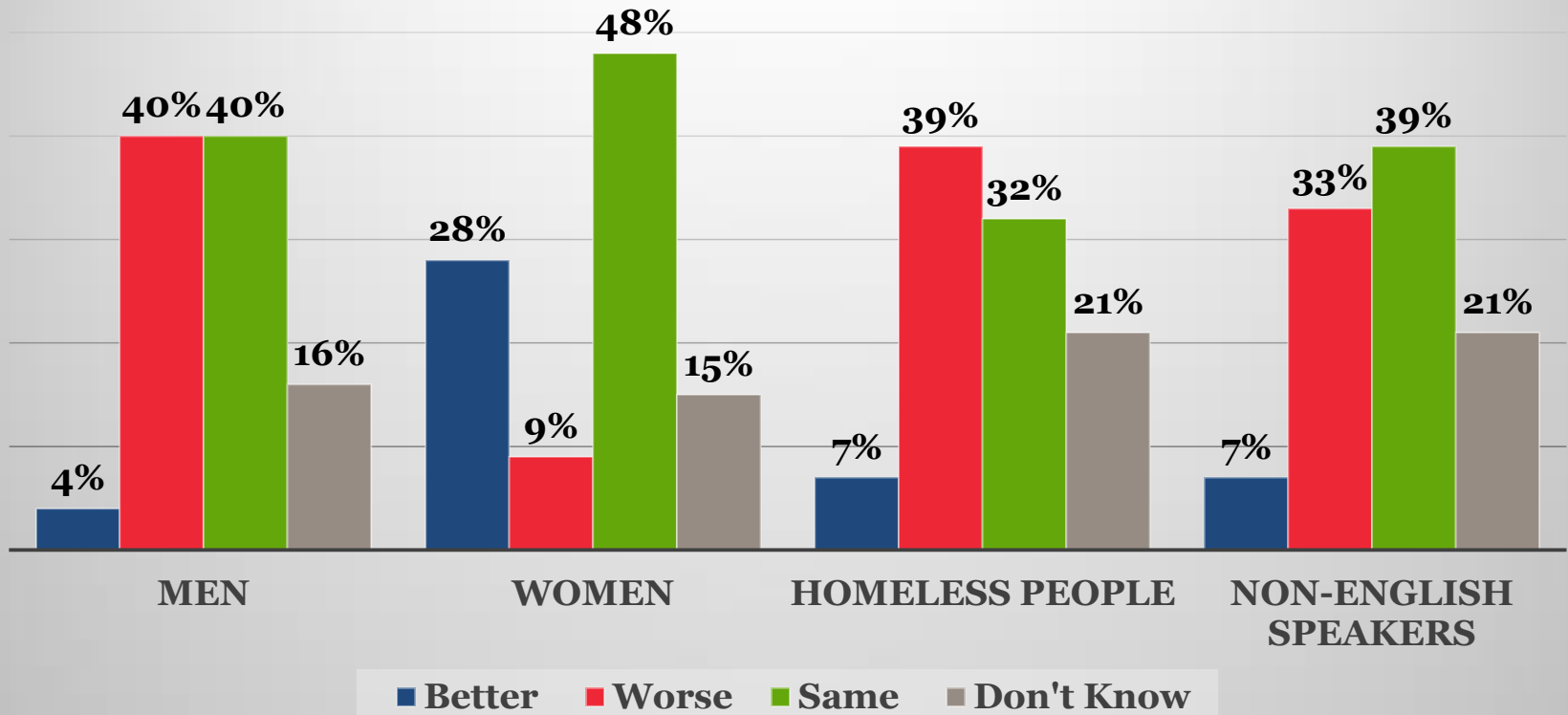


How often do you feel discriminated against by Newark PD because of who you are or how you identify?



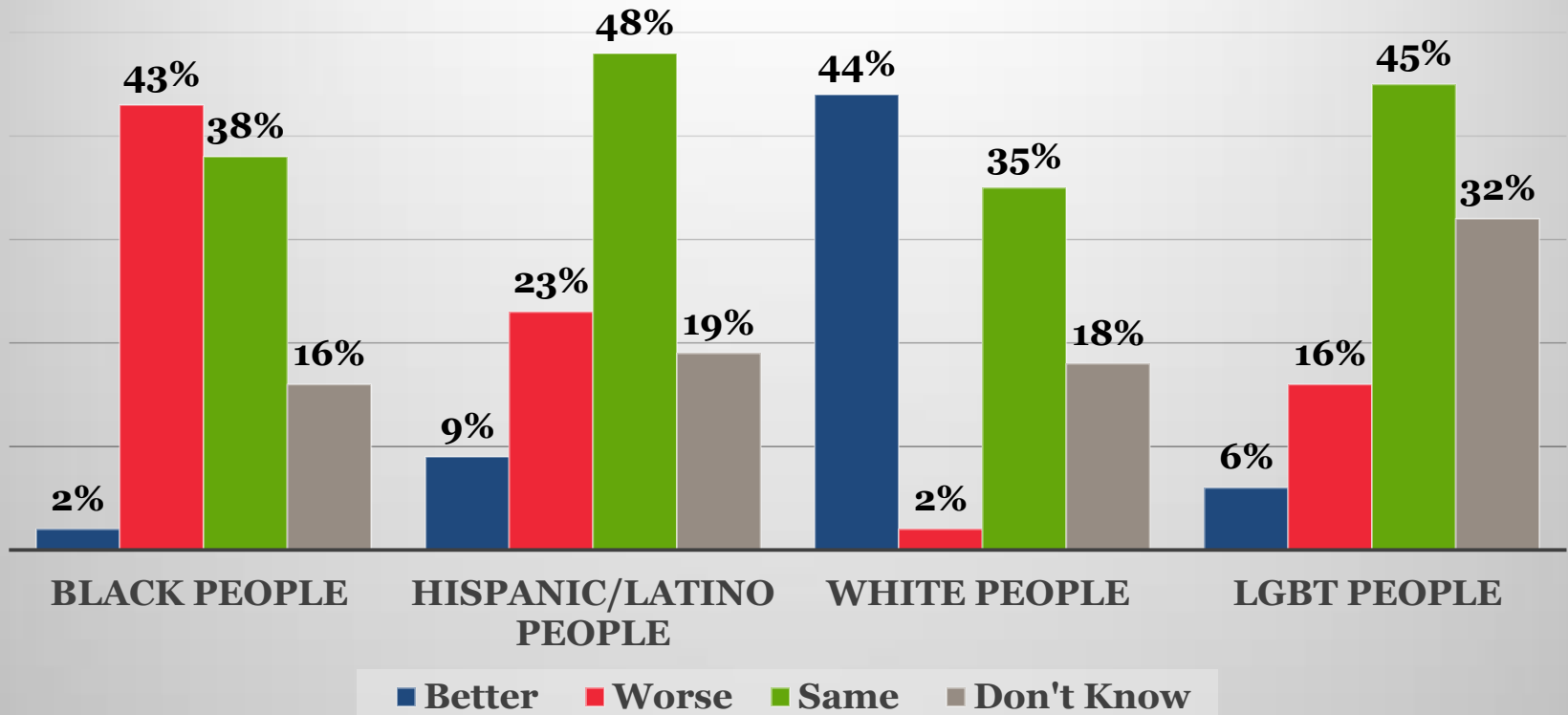
EQUAL TREATMENT

Do you think the Newark PD treats this group...?



EQUAL TREATMENT

Do you think the Newark PD treats this group...?



NEWARK PD ROLE IN THE COMMUNITY

What should the role of Newark Police officers be in the community?

“Protect and serve”	37%
“Be empathetic, caring, and helpful to people in the community”	19%
“Act as leaders/role models”	10%
“Enforce the law, investigate/prevent crime”	8%
“Community policing”	6%
“Treat everyone equally”	3%
“Be respectful”	3%
“None/Nothing (doing a good job)”	3%
“Respond quickly”	1%

IMPROVING POLICE-COMMUNITY RELATIONS

What is the one thing Newark PD should do to improve community relations?

“Positively interact with/learn about people in the community”	30%
“More presence in the community”	15%
“More positive attitude (more respectful/friendlier/nicer)”	9%
“Better communication, listen to residents”	7%
“Nothing (doing a good job).”	4%
“Keep the city safe, do their job”	3%
“Improve response time”	3%
“Engage with schools/youth”	2%
“Treat everyone equally, stop profiling”	2%
“Training/education”	1%
“Integrity, be good people, do their job”	1%
“Wear body cameras”	1%

- Recommendations
- A “New Arc” for Newark
- Survey Weaknesses

CONCLUSIONS & ANALYSIS

GENERAL CONCLUSIONS

- Disassociation between positive firsthand experiences and negative media consumed
- NPD officers should be integrated members of the community, not just protectors or enforcers of the law
- NPD may consider bolstering presence on online social media platforms

MAJOR RECOMMENDATIONS

- Increase communications and highlight positive interactions between NPD and citizens
- Professional social media expertise and positive citizen testimony is key
- Host and participate in community events consistently
- Image is not enough; back up words with continual improvements in police practices



SURVEY WEAKNESSES

- Continuing to replicate the survey as previously written may not be enough going forward
- Disparities between perceptions of life in Newark overall and the NPD are glaring
- Adding new questions to address citizens' perceptions of city officials, as well as other departments and services aside from the NPD could further clarify the relationship between residents and the city

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NPD
INDEPENDENT
MONITOR

NEWARK POLICE DIVISION CONSENT DECREE 2017-2018 COMMUNITY PROBABILITY SURVEY

The following contains an analysis of the 2017-2018 Newark survey conducted by Suffolk University. The focus of this analysis will be on key movement which has proven to be greater than the margin of error and indicative of possible new trends or directions of public opinion.

Suffolk University Political Research Center (SUPRC)

David Paleologos

Director, SUPRC | Suffolk University Professor

Merideth Power-Ayer, Senior Program Coordinator

Keith Horvath, Special Consultant to Director

Michaela Giandello, Political Data Analyst

Desiree Pelletier, Political Data Analyst

December 2018

Established in 2002 and based in Boston, the **Suffolk University Political Research Center (SUPRC)** conducts statewide and national surveys as well as bellwether polls. It examines political races and analyzes voters' opinions on key issues. Suffolk University polls have predicted outcomes in key states including New Jersey, Arizona, Pennsylvania, Minnesota, Wisconsin, Maine, Colorado, Florida, Nevada, New Hampshire, Ohio, Pennsylvania, and Virginia.

Having conducted extensive polls and bellwether surveys in the 2004 presidential election and beyond, SUPRC has now expanded its reach overseas. Suffolk was the only US university to poll the 2017 French election. The Center found that Emmanuel Macron led his opponent, Marine Le Pen, by 16 points in the run-up to France's presidential runoff. Macron went on to win by a comfortable margin.

SUPRC Director **David Paleologos** has worked at Suffolk University since 2002. He is also a lecturer in the Government Department, where he teaches Political Survey Research each spring. Students in this course are immersed in questionnaire design, sampling, interviewing, coding data, and analyzing results. In 2018, Paleologos successfully partnered with numerous media outlets including USA TODAY, the Boston Globe, Arizona Republic, York Daily Record, Cincinnati Enquirer, Reno Gazette Journal, Saint Cloud Times, Milwaukee Journal Sentinel, and six Florida newspapers.

Before entering academia, he was one of the most sought-after pollsters and field operatives in Massachusetts. Paleologos gives frequent guest lectures on the political survey process at many Boston-area institutions. In 2018, Paleologos was invited to present his outlook for the 2018 midterms and 2020 presidential election to 30 members of Congress in Washington, D.C. A graduate of Tufts University, he is a member of the American Association of Public Opinion Researchers and the Northeast Political Consultants Association. The Rendon Group voted him "Pollster of the Year" at their inaugural ELKEY Awards in 2015.

To read more about the Suffolk University Political Research Center, please visit our website: www.suffolk.edu/SUPRC

Introduction

This report was prepared at the request of Peter C. Harvey, Independent Monitor of the Consent Decree signed by the City of Newark and the United States Department of Justice. Paragraphs 22 and 23 of the Consent Decree require that the Independent Monitor conduct a reliable, comprehensive, and representative survey of the Newark Community's experience with and perceptions of the Newark Police Division and public safety.

Statement of Methodology

The poll fieldwork was conducted between September 9, 2018 and September 30, 2018 and interviewed 700 Newark residents distributed nearly equally across the Central, East, North, South, and West wards of the city. This poll follows the industry standard of 1.96 standard deviation at a 95% level of confidence for a margin of error of plus or minus 3.7 percentage points. As sample size decreases, sampling error increases, therefore statements based on various population subgroups may be more subject to error than those based on the total sample available. To better express where the most emphasis should be placed, we have organized movement into two groups: Tier 1 and Tier 2. The first tier contains only movement with a difference greater than 8 percentage points from the previous year's findings and comprised of a sample size of 700, while the second tier includes all other subgroups which may contain less than 700 total respondents. All noted movement is compared directly to the findings of the 2017 survey.

The address-based sample for this study contained 61,202 records of Newark residents, broken down to 18,774 landline and 42,428 smart cell samples. The sample was generated by Survey Sampling International (SSI) a globally recognized, accredited, and established survey sample provider in the survey research industry. Survey respondents were randomly selected to participate and were contacted by a live survey interviewer through either their landline phone number or cellular phone number to respond orally. The sample is made up of 700 Newark residents; 92 completed via landline and 608 by cellular phone.

2017-2018 Newark Community Probability Survey Weighted Sample Demographics

	U.S. Census Parameters	Sample Demographics
Sex		
Male	49%	49%
Female	51%	51%
Age		
18-24	15%	15%
25-34	23%	23%
35-44	19%	19%
45-64	31%	31%
65+	12%	13%
Education		
HS grad or less (incl voc/tech)	61%	58%
Some college	26%	27%
College grad+	12%	13%
Race/Ethnicity		
White, not Hispanic	11%	10%
Black, not Hispanic	48%	48%
Hispanic	36%	36%
Other/mixed, not Hispanic	5%	6%
Ward		
Central	19%	19%
East	20%	19%
North	18%	18%
South	19%	20%
West	23%	24%

Tier 1 Movement

T 1.1 Initial Good News for the Newark Police Department

Generally speaking, people feel safer (QSA2, QSA4) and are less worried about being the victim of a crime in Newark (Q6). More specifically, 54% of respondents feel “very safe” in their home at night, up 8 points from last year, and while 17% of residents feeling “very safe” walking around their neighborhood at night may sound low, this number is also up 8 points from last year. When it comes to feelings of safety at home men lead women 61% to 48%, and the Central ward reported the highest number of those who answered “very safe,” with the North ward reporting the lowest (63% - 46% respectively).

Frequency of seeing police patrols had an effect on feelings of overall safety. Of those who have seen a police patrol once a day over the past month, 62% felt “very safe,” whereas only 39% of those who saw a patrol once in the past month felt “very safe.” The survey suggests that income level is not driving people’s responses; when comparing general feelings of safety against income, we see that there is not much of a difference between those in the lowest bracket versus those who make greater than \$55k; for example, 20% of those who make 0-\$15k feel “not very safe” walking around their neighborhood at night compared to 21% of those who make more than \$55k. The same can be said when looking at how safe respondents feel in their home at night, with numbers not diverging too greatly based on income.

When asked how worried they are about being the victim of a crime, 15% of respondents said they were “very worried,” a 13 point decrease from 2017, and 22% responded with “not at all worried,” an 11 point increase. Frequency of seeing patrols did not appear to play a role in how worried respondents were of being the victim of a crime, however for those who were “somewhat worried” or “very worried” there was a nearly even split amongst those who wanted a decrease versus an increase in patrols. Respondents appear to be less worried about being the victim of a crime but are not yet ready to attribute that directly to the efforts of the NPD.

T 1.2 Mixed Signals on Neighborhood Safety and Policing Behaviors

Moving from safety in the home onto safety in the neighborhood at night, men once again lead women in feeling “very safe” 22% to 13%. The link between frequency of seeing patrols and the feeling of safety walking around at night is less clear than previously seen, and one possible takeaway from this difference is a fear that the Newark Police Department (NPD) will not quickly respond to a 911 call, according to the survey. Of those who feel “not safe at all” walking around their neighborhood at night, just 21% believe the NPD responds quickly to 911 calls “all of the time” while 46% believe the NPD “never” responds quickly. Compare this to the previous question about safety in the home at night, where of those who feel “very safe” 63% believe the NPD responds quickly to calls “all of the time.”

When asked about the level of concern they felt regarding the possibility of excessive force being used on them if they were stopped by an NPD officer, a 9 point decrease can be seen in those who felt “somewhat concerned” (16%) and a 10 point increase in those who were “not at all concerned” (37%) (Q26A). Both genders are within a few points of each other on this question, as are all age categories. The racial breakdown of this question aligns Hispanic residents closer to white residents than black; 48% of white respondents said they were “not at all concerned” compared to 32% of black respondents and 42% of Hispanics.

To take this one step further, 27% of respondents said they were “not at all” concerned about excessive force being used on a family member, up 11 points from last year. Going back to one of the first questions covered, this works alongside the noted increase in general feelings of safety and decrease in fear of being the victim of a crime. In terms of race, 36% of white respondents were “not at all concerned” about the use of excessive force on a family member, followed closely by 34% of Hispanic respondents and then 19% of black respondents. Confidence that excessive force will not be used on a family member drops alongside a police officer’s perceived knowledge of a resident’s background. Thirty-six percent of those “not at all concerned” about the use of excessive force believe the NPD is “very” knowledgeable of their background or experiences, while just 17% of those who believe the NPD does not have any knowledge of their background are “not at all concerned.”

T 1.3 How Individual Demographics Perceive Treatment by the NPD

In terms of how people perceive certain demographics to be treated, there was not much movement from 2017 in groups such as men, women, blacks, whites, and non-English speakers. Larger shifts can be seen in how two particular groups are perceived to be treated: Hispanics and those of the LGBT community (Q34F/Q34H). When asked if they think the NPD treats Hispanic/Latino people better, worse, or the same as other groups in the community, there was an 8 point decrease from 2017 in those who felt the Hispanic community is treated the same as others. When asked the same question about the LGBT community, there was an 11 point decrease in those who felt they were treated equally, as well as a 10 point increase in those who did not know.

Question 35A indicates that while respondents feel certain groups are not being treated equally, they appear to feel they are either separate from that mistreatment or simply do not consider themselves to be a victim of it. Compared to 2017, a 7 point decrease was seen when respondents said they feel discriminated against by the NPD “somewhat often,” and an 8 point increase in those who said they were “not at all” discriminated against by the NPD because of who they are or how they identify. It seems that public perception of the treatment of certain groups has declined, and yet when it comes to examining their own personal experiences with the NPD, respondents are more optimistic. When looking at the racial breakdown of those who answered “not at all” to this question, 75% of whites feel this way compared to 55% of blacks and 59% of Hispanics. Despite respondents believing that Hispanics are less likely to be treated the same as other groups in the community, a majority of Hispanic respondents do not feel discriminated against at all.

Furthermore, when looking at how the numbers break when compared against income, we see that those who make between \$0-\$15k are slightly less likely to say they experience no discrimination with 44% responding “not at all” in regard to whether or not they feel personally discriminated against by the NPD. Of those who make \$15k - \$35k, 61% also said “none at all” and 62% of those who make \$55k gave the same response.

T 1.4 Relationship Between NPD and Opinions of Newark

This brings us to our next observation, which examines the relationship between having a low opinion of Newark and the way in which residents view the performance of the NPD. Still using Q35A as a reference, 69% of respondents who rated Newark as an “excellent” place to live answered “none at all” when asked if they experienced discrimination by the NPD, compared to just 46% of those who answered “poor” when rating Newark. A similar pattern can be seen when looking at whether the respondent believes Newark has gotten better or worse. Of those who believe it has gotten better, 58% answered “not at all” in regards to experiencing discrimination from the NPD, as opposed to 44% from those who answered with “worse.” It is tempting to assume that more patrols and greater police presence can lead to more negative experiences and that this may account for the respondents who are less likely to experience no discrimination, but when comparing these responses to frequency of seeing police patrols, this narrative does not hold true. In fact, the opposite appears to be closer to the truth, as 62% of respondents who reported seeing police patrols at least once a day in the past month answered “not at all” to feeling discriminated against by the NPD, compared to just 39% from those who saw a police patrol only one time in the past month.

The situation grows more interesting when looking at the movement seen regarding the main source of information about the Newark police. From the findings in 2017, there has been an 11 point increase in friends and family, a 16 point increase in word of mouth, a 27 point increase in social media, a 15 point increase in local newspapers, a 26 point increase in online, and a 16 point increase in government officials. Currently, 61% of respondents get their information from local TV news, while 68% of respondents get their information from social media. Social media as a main source of information has seen a significant increase from last year, whereas TV news has remained static. In addition to growing reliance on social media, going online to get information has also seen a nearly identical increase, with 66% of respondents saying they get information about the NPD from an online source. (QD22A, QD22D, QD22E).

T 1.5 Information Sources and Impact on Perception

When comparing sources of information, certain trends emerge; of those who rely on social media for their information, 75% have no trust in the NPD while 47% of those who rely on TV news have no trust (QD22D/QD22A). Online does not follow this as dramatically as social media, but there is a small association between respondent's thoughts on the NPD's impact on lowering crime and their source of information. Perhaps a bit surprisingly, the difference is not too large amongst age demographics when it comes to who is more likely to rely on social media. Of those who get information about the Newark police through social media, 70% are between 18-24 and 71% are between 35-44. The number not unexpectedly drops a bit when looking at those who are older than 65, with just 51% of respondents that age using social media as a source of news. In addition to levels of trust, the likelihood to file a complaint also appears to be connected. Of those who get their information from social media, 79% have filed a complaint with the NPD, whereas just 66% of those who get their information from TV news have filed a complaint before. Similarly, 74% of those who go online for the information said they have filed a report before.

Along these lines, the difference between social media/online groups and TV news groups grows even more apparent when compared to how often they believe the NPD investigates complaints filed by residents, or properly investigates complaints against fellow officers. Of those who get their information from TV news, 67% believe the NPD investigates complaints filed by residents all of the time, and 65% believe the NPD investigates complaints against fellow officers all of the time. Compare this to those who get their information from social media, and a contrast emerges; 78% believe that the NPD investigates complaints filed by residents rarely, and the same percentage of respondents also believe the NPD investigates complaints against other officers rarely. There is a potential narrative wedge being driven between groups of people who consume traditional news media and groups of people who have accepted social media/online as their new conduit of information.

T 1.6 Lack of Positive Experiences and Negative Experiences with NPD

When asked to talk about their most memorable positive interaction with a Newark police officer, 83% of respondents said they have "never had a positive experience" with a Newark officer. This stands as a 48 point increase from last year. In comparison, when asked to describe

their most memorable negative experience with a Newark officer, 53% of respondents said they “never had a negative experience,” a 13 point increase from last year. In both cases, no racial categories deviate more than a few points from each other, and the same can be said for gender, income, and rating of Newark as a place to live. The cause of these shifts cannot be precisely determined from the survey results. It is possible, for example, that the perception of what constitutes a “positive” or a “negative” interaction has changed since the 2017 survey. Because these increases are significant—particularly in the number of residents reporting never having had a positive experience with NPD—responses to these and similar questions should be tracked closely in future survey efforts.

T 1.7 Optimistic Economic Movement

There is encouraging movement when it comes to changes in the economic state of Newark. Of those who were asked if they are the chief wage earner in their household, 62% answered “yes.” This is an 8 point increase from last year (QD4). Of those who answered yes, there were only marginal differences to be found in racial breakdown: those who graduated from college are slightly more likely to report being the chief wage earner, with 68% of college graduates responding “yes” compared to 60% from those who completed high school or less.

When looking at employment status in Newark, 58% of respondents said they were “employed full time” and 4% responded said they were “unemployed.” This also marks an improvement from last year, with an 11 point increase in those who are employed full time and a 6 point decrease in those unemployed. Unlike the previous question, race plays a somewhat larger role; 45% of whites report full time employment, compared to 57% of blacks and 63% of Hispanics. Looking at the gender breakdown, 52% of women are employed full time compared to 64% of men. Disparity between wards also emerges; the Central, East and West ward all hover around the same number (60%, 63%, and 60% respectively), but the South ward comes in last with 49% of those from the area reporting full time employment (QD11).

The housing situation has also seen positive movement with 27% of respondents saying they own a house, 27% renting a house, and 37% renting an apartment. From last year, there has been an 11 point increase in those renting a house and a 9 point decrease in those renting an apartment (QD8A). Among black and Hispanic respondents, there is no significant difference when it comes to comparing the percentage of those who rent a house versus own a house, but

the gap widens but looking at white respondents. Of those who are renting a house, 22% are black compared 36% of white respondents who own a house.

Tier 2 Movement

T 2.1 Complaints Filed against NPD and Stop/Search Conduct

While the number of respondents who had reason to file a complaint with the NPD in the last 12 months was relatively the same, (12% in 2018 versus 9% in 2017, [Q21B]) the number of those in 2018 who ended up filing a formal complaint dropped by 12 points. Of those who did file a complaint, there was a 7 point increase in respondents being “very satisfied” (28%) and a 32 point increase in being “somewhat satisfied” (33%) with the result. It is worth remembering that the total number of respondents who filed a complaint in 2018 was just 36, meaning just a few people with more positive experiences caused a significant shift (Q21D). When those who did not file a complaint were asked to explain their reasoning, 38% of respondents said it was because they did not think it would make a difference, a 25 point decrease from last year, and a 14 point rise can be seen with 35% of respondents citing “some other reason” (Q21EM1).

When asked if a Newark police officer had stopped them in the last year, 11% of respondents said “yes, an officer has” and 87% said “no, an officer has not.” For those who were stopped, this is a 10 point decrease from last year, and a 10 point increase for those who were not stopped (Q51C). For both those who were stopped and those who were not, there was no statistically significant difference when it came to the race of the person answering the question. When thinking back to the most recent time they were stopped by a police officer, respondents showed a 10 point decrease in feeling somewhat concerned about their own safety (12%), and an 11 point increase in not knowing (15%). Black respondents were a bit more likely to say they “don’t know” as opposed to white respondents, and white respondents led black respondents 49% to 35% when answering “not concerned at all.” Forty-six percent of Hispanic respondents also answered with “not concerned at all.”

Further supporting this idea is Question 18C, in which respondents were asked to think back again to the most recent time in which they were stopped and whether or not the NPD officer explained why they were stopping them. There was a 9 point decrease in those who said “no” (23%) but a 7 point increase in those who did not know whether or not an NPD officer

explained their situation (16%). Sixty-three percent of white respondents said the officer explained the reason for the stop, along with 61% of Hispanics; only 51% of black respondents said they received an explanation.

T 2.2 Hispanic/Latino Residents May View NPD as More Legitimate Than Non-Hispanic Black or White Respondents

Certain findings indicate that Hispanic/Latino residents may view the NPD as more legitimate than non-Hispanic respondents who identify as black or white do.¹ For example, when asked about the most recent time they saw an NPD officer stop someone else, 45% of English-speakers believed the officer had a legitimate reason to stop that person, while 56% of Spanish-speakers and 65% of Portuguese-speakers believed the stop was legitimate. Similarly, while 43% and 45% of respondents identifying as solely black or white, respectively, believed the stop was legitimate, 54% of respondents identifying as Hispanic viewed the stop as legitimate. This is a reminder that one cannot assume that Hispanic residents and non-Hispanic black residents will fall into the same easily definable categories simply because they classify as minority demographics, and this should be kept in mind by the NPD moving forward.

When thinking back to the most recent time a respondent saw an NPD officer stop someone else, 47% felt the officer had a legitimate reason for the stop (Q19B), an 8 point decrease from last year. Still thinking back to this- stop, there was an 11 point decrease (Q25) from last year among those who felt “very concerned” for the safety of the person being stopped and searched (41%). When it came to whether or not an officer had a legitimate reason to stop someone, both black and white respondents were within a few points of each other (43% and 45% respectively) and 54% of Hispanic respondents answered “yes, officer had legitimate reason.” All things considered, the positive movement seen here can be somewhat of a mixed bag in that the numbers are moving in the right direction, but there are still gaps to be conscious of; the data is not necessarily trending in a more negative direction, but one which potentially reflects a more aware and conflicted base and is certainly something to watch and study further.

¹ Respondents who identified themselves as “of Latino or Hispanic origin, such as Mexican, Puerto Rican, Cuban, Brazilian, Dominican, or some other Spanish or Portuguese-speaking background” were asked if they also consider themselves to be part of a racial category.

T 2.3 Areas to Watch Regarding NPD Behaviors

When asked how often they believe the NPD properly handles evidence, respondents seemed less sure this year than the last. Of those asked, 42% did not know, up 14 points from the previous year. In addition to that added uncertainty, 9% of respondents answered with “all of the time,” a 9 point decrease (Q12A1). Thirty-one percent of white respondents say they “don’t know,” compared with 38% of black respondents and 50% of Hispanic respondents.

This pattern continues into one of the next questions where respondents were asked how often they believed the NPD made truthful or accurate statements, with 12% saying “all of the time” and 27% saying they did not know. Respectively this is an 8 point decrease and a 13 point increase from last year (Q12A3). Mirroring the previous question, the race categories for those who answered “don’t know” are 6% of whites, 29% of blacks, and 28% of Hispanics. Black and Hispanic members of the community appear unsure of exactly how much trust they should have in the integrity of the NPD and their ability to fulfill their duties with honesty. Note that the sample size of this particular question set is 340, widening the margin of error to plus or minus 5.3 percentage points. This is worth noting when trying to understand the reservations that some people of color may hold when it comes to their trust in NPD officers.

Interestingly, despite general feelings of safety increasing, respondents were 13 points less likely to feel “more safe” when Newark Police officers are nearby as opposed to moments before they arrived, and 7 points more likely to say their feeling depends on the situation (Q17B). White (53%) and Hispanic (52%) respondents were slightly more likely to say they felt “more safe” when in the presence of a Newark officer as opposed to black respondents (45%). There is also a bit of a decrease when compared alongside the NPD’s knowledge of residents’ background or experiences; of those who feel “more safe” when in the presence of a Newark officer, 59% believe the NPD is “very knowledgeable” about their background or experiences, as opposed to the 40% who feel the NPD is “not at all knowledgeable.”

The final point of observation related to this particular question is the relationship between residents feeling discriminated against and how knowledgeable they feel the NPD is of their background or experiences. Of those who feel the NPD is very knowledgeable, 67% responded with “not at all” when asked if they feel discriminated against by the NPD, versus only 49% of those who feel the NPD is not at all knowledgeable about their background or

experiences. A similar trend can be seen when compared against how often respondents believe the NPD attends events in the neighborhood, with a drop in those who respond “not at all” to feeling discriminated against falling consistently alongside a decline in frequency of police attending events.

Final Observations

The NPD has a lot of movement to be proud of: fewer stops and searches this year, less fear of residents being victim to a crime, an increase in general feelings of safety, and more. Yet Newark appears to be a city that has grown more distrustful in the past year; while there have been no substantial drops in the level of trust given to the NPD, the people of the city are less willing to interact with their local officers, and more unsure than last year when it comes to a multitude of topics. The gap emerging between groups based on their sources of information speaks to the possibility of a greater trend which can be followed throughout this survey. The general feeling of safety has increased and the fear of being the victim of a crime has gone down. In spite of these developments, respondents feel less safe this year than last year while in the presence of an NPD officer, and are less inclined to believe that officers detain people only as long as possible or that they handle evidence properly.

The people of Newark want their police to reflect their community, they want those who protect them to also understand them, and to be truly aware of where they come from. NPD should continue its efforts to prove to the community that it is invested on the ground floor. This survey shows levels of comfort or positive experiences often rise alongside the amount of knowledge a resident perceives the NPD to have of their background or experiences. While it is not exactly a one-to-one relationship, this trend is significant enough to warrant an increased effort in focus on community relations. Residents must see the officers as integrated members of their community, not just protectors of it. Ultimately when thinking about the increasing reliance on social media and online media as a source of information, it would be wise to bolster the online presence of the department in a major way. Consider creating an Instagram page to reflect positive interactions within the community and have this be the image projected to residents: that the NPD are neighbors and members of the community first, and enforcers second. The pros of an increased presence on social media far outweigh the cons when remembering that the accounts are free; if this idea is acted upon, it would be helpful to designate an expert social media professional to head up the accounts and keep the content consistent across all platforms to ensure quality control. The NPD currently has a Twitter account, but the content is impersonal and related more to community safety updates; new content projecting positive interactions with the NPD among the community can also be presented on Twitter to increase coverage, as this would also fall under the control of the social media professional.

Recommendations Moving Forward

Newark residents appear to relate their personal opinions of the quality of life in Newark to their perceptions of the NPD itself; when looking at how often respondents felt they experienced discrimination from a Newark police officer, the number of those who responded with “not at all” consistently dropped alongside their rating of Newark in general. As the ratings lowered, the number of people who reported experiencing no discrimination mirrored the decline. The responsibility of improving residents’ opinion of Newark as a whole cannot completely fall to the NPD, but in working to address the lack of connection between Newark officers and the residents, the NPD may consider hosting more public events. These do not have to be large scale and could even be charitable in nature, such as 10k races to raise money for certain causes, as well as having a barbecue or food component alongside these events. In addition to this, the NPD could also consider hosting cultural highlight days in which certain people may cook and bring food traditional to their own cultures and share stories with Newark officers over a meal. Not only would hosting charitable events legitimately benefit the community by fostering peace and connectivity, but events such as these will show a side of the NPD beyond policing. The NPD has already shown a willingness to host events such as “Pop-up Community Talks” which allows greater connection between the department and the community, so increasing the frequency and variety of such events could prove beneficial. These events should appear to be spontaneous to the community but rolled out methodically by the department. In addition, if a resident is willing to approach a Newark officer with an issue, the department must ensure that the resident’s issue is directly addressed and even if a solution is not immediately available, the resident should feel heard and experience a follow up to ensure connectivity between the department and those willing to speak about their concerns.

In addition to the previously stated recommendations, the NPD may also consider consolidating all efforts moving forward under the umbrella of one specified branding campaign: “A New Arc for Newark.” Stylized as *NewArc*, this granular branding campaign would openly outline the new points being addressed by the NPD going into the future and put a transparent face towards the community during the NPD’s efforts to address their concerns. The points along the “Arc” would include an Instagram page, charity events, personal video testimonials and postings from citizens (about how a recent event saved their life), church related events, and

food/culture socials. This new “Arc” could show a major improvement for an urban city and ultimately become a national model.

There is progress being made, but there are also subgroups of people who have not yet been convinced that this progress has reached them. The main concern facing the NPD should be keeping this momentum going in the right direction and upping their social media communications to project a more understanding and welcoming face to the community; this new face must in turn be bolstered by continued improvement in police practices. If the people of Newark see their police department investing time into the community for no reason other than it is the right thing to do, that will be a step forward reaching the residents who are unsure of where they stand in regard to their thoughts on the NPD.

In Summary

- NPD should focus on increasing the connection between the community and the department.
- Address the lack of connection between individuals in the community and members of the NPD by hosting local events. Special focus should be given to highlighting the culture of those in the community and allowing them to feel welcome.
 - For example, potlucks with emphasis on food traditional to the culture of the household, that projects a positive face for the NPD by “breaking bread”.
- Keeping in mind the increased reliance on social media and online platforms for news, the NPD may consider bolstering its presence on such platforms.
 - People in Newark seem to put greater weight behind what they see and hear on social media as opposed to their own personal perceptions, so an increased presence on online platforms could allow the NPD a chance to highlight positive interactions between the department and the community, allowing greater control over the narrative they project.
 - Consider designating an expert social media professional to head up the accounts, placing greater emphasis on community interactions.
 - In addition, an emphasis should be placed on filming NPD officers interacting with their community in day to day activities, with a special focus placed on capturing church-related events.

- Testimonials may also be included from Newark residents with particularly powerful or moving stories and posted on all social media platforms, highlighting moments between residents and NPD officers who went provided a service that was very much needed. This can be posted in the form of a short video, or a photo of the resident along with a caption quoting their retelling of the interaction.
- While a strong image is important, do not forget to back up these claims with continued, legitimate improvements police practices.
 - Encouraging movement has been observed since 2017, and this momentum must continue if there is to be any weight behind the image the NPD conveys.
- “A New Arc for Newark.” *NewArc* branding campaign outlining efforts being made by the department to directly address concerns of the community.
- Suffolk University was commissioned to exactly replicate the Rutgers 2017 survey questions but recommends the addition of questions about individual politicians (including boards, city leadership etc.) to examine and further explain the disparity between NPD relations and perceptions, and to more broadly define the relationship between residents and the city as a whole.

Appendix D

City of Newark Consent Decree 2018 Community Survey

Created on: 2-Feb-2019

Total questions: 39

Total Number of Responses: 81

Q1 What is your home zip code?

Answered: 78 Skipped: 3

[\(See Appendix for results\)](#)

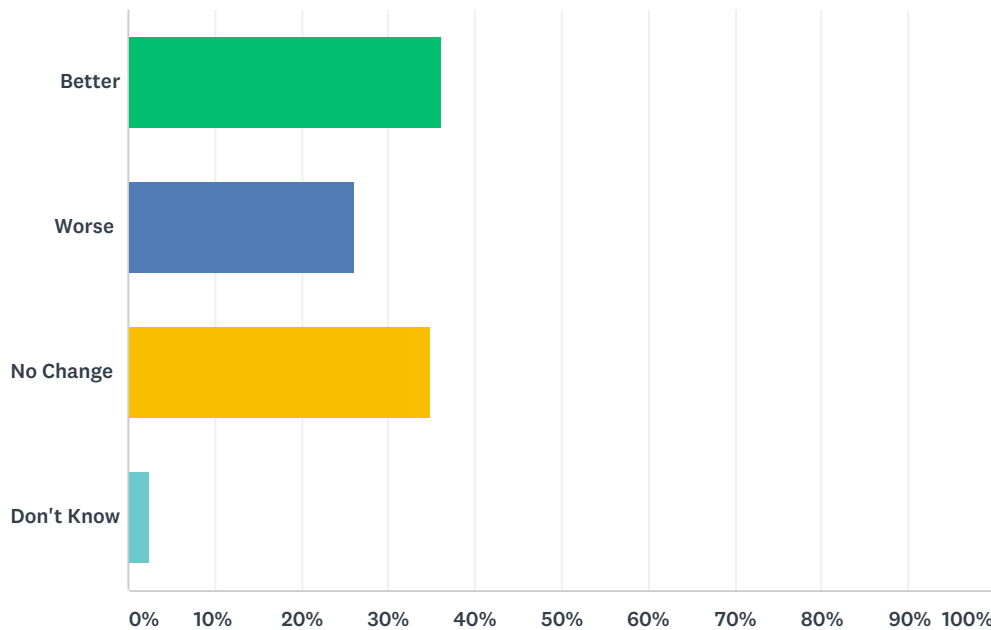
Q2 How long have you lived in Newark? (Number of Years)

Answered: 79 Skipped: 2

[\(See Appendix for results\)](#)

Q3 Thinking back over the last year, would you say Newark has gotten better as a place to live, gotten worse, or there hasn't been much change?

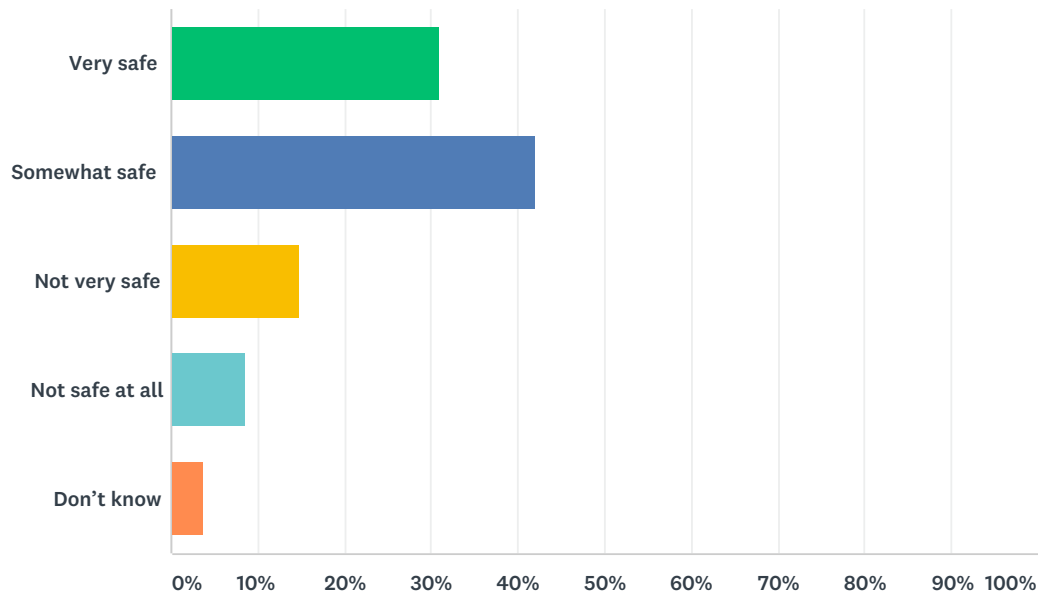
Answered: 80 Skipped: 1



ANSWER CHOICES	RESPONSES	
Better	36.25%	29
Worse	26.25%	21
No Change	35.00%	28
Don't Know	2.50%	2
TOTAL		80

Q4 When you are walking in your neighborhood during the DAY, do you feel:

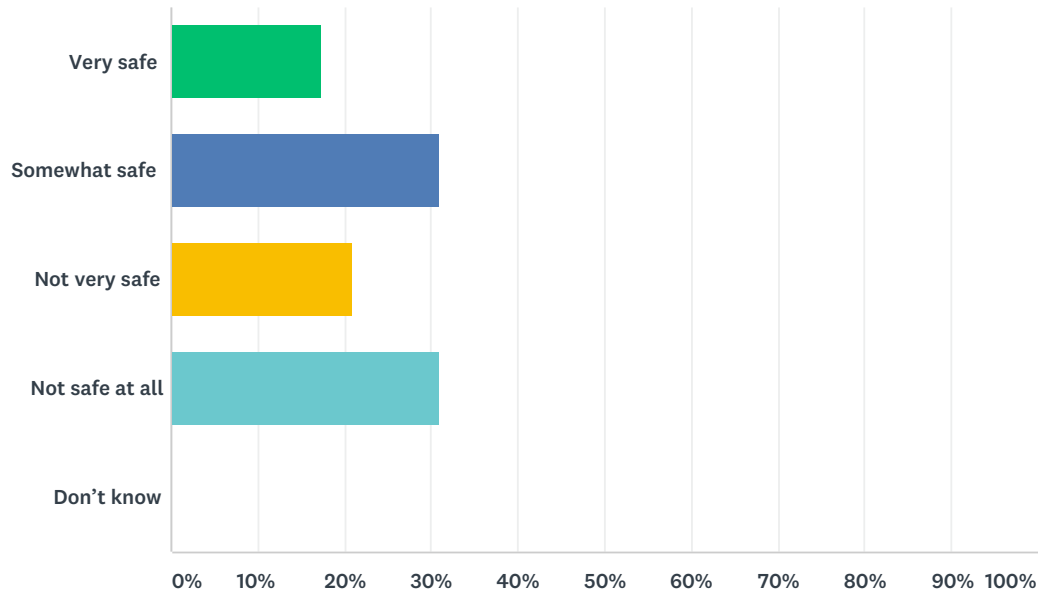
Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very safe	30.86%	25
Somewhat safe	41.98%	34
Not very safe	14.81%	12
Not safe at all	8.64%	7
Don't know	3.70%	3
TOTAL		81

Q5 When you are walking in your neighborhood at NIGHT, do you feel:

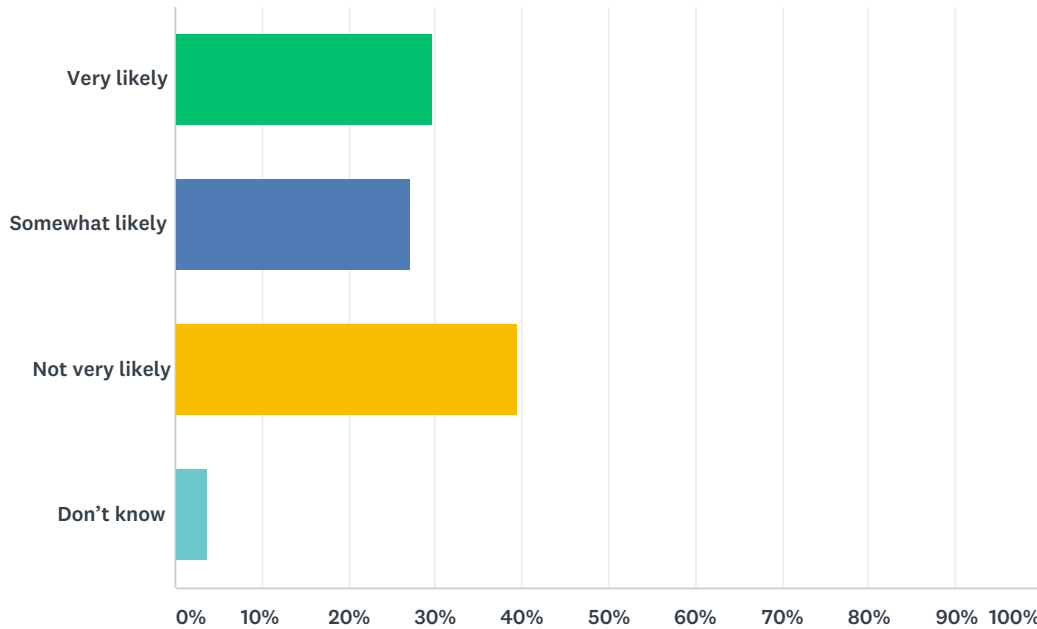
Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very safe	17.28%	14
Somewhat safe	30.86%	25
Not very safe	20.99%	17
Not safe at all	30.86%	25
Don't know	0.00%	0
TOTAL		81

Q6 If you were in need of assistance, how likely would you be to ask a Newark police officer for help?

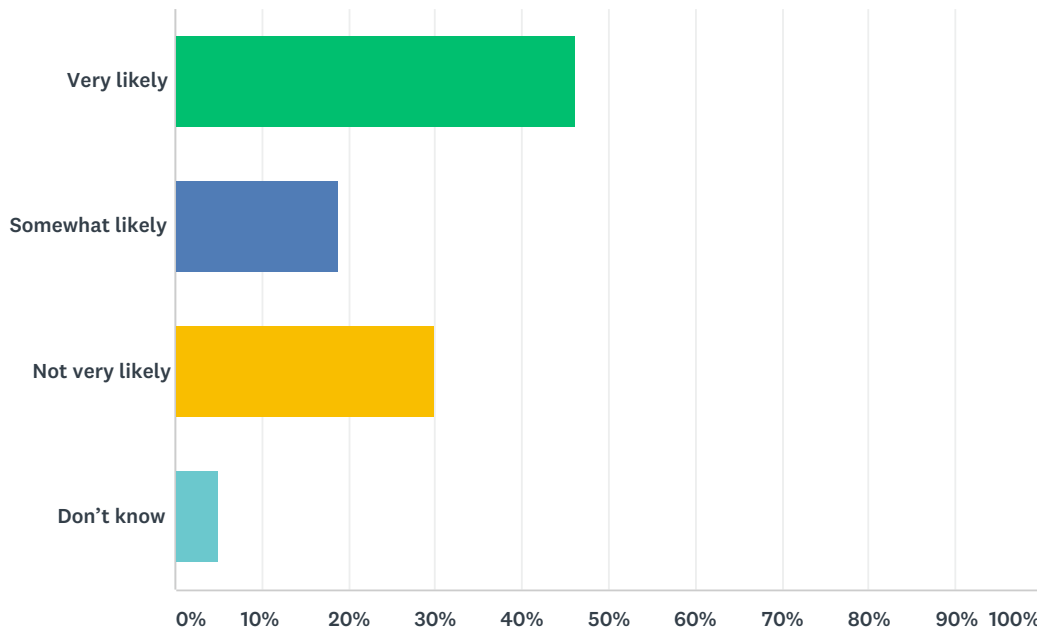
Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very likely	29.63%	24
Somewhat likely	27.16%	22
Not very likely	39.51%	32
Don't know	3.70%	3
TOTAL		81

Q7 If you had information about a crime that took place, how likely would you be to report it or to provide information to the Newark Police?

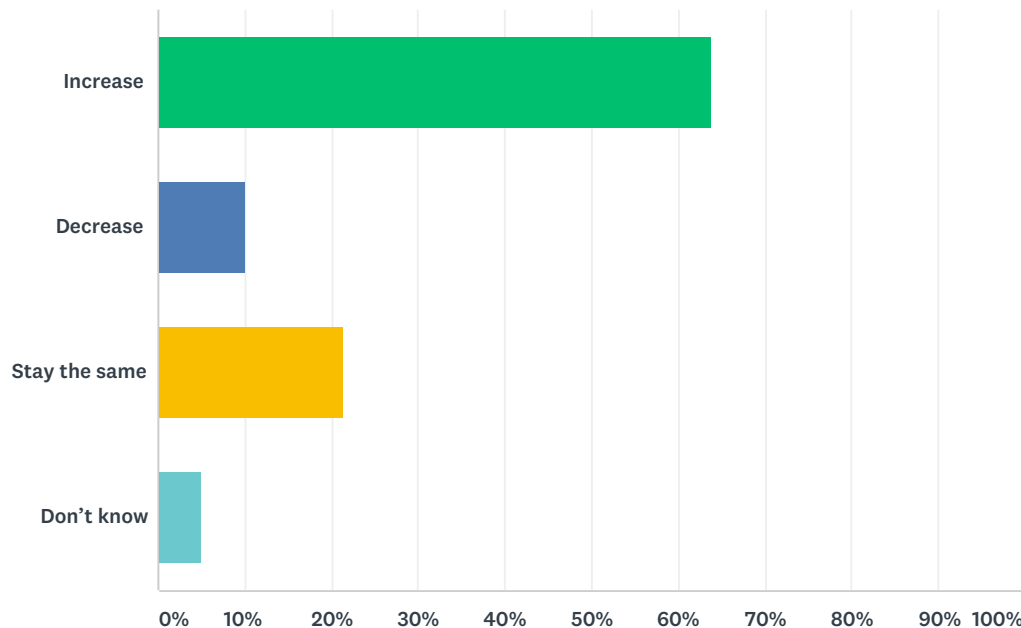
Answered: 80 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very likely	46.25%	37
Somewhat likely	18.75%	15
Not very likely	30.00%	24
Don't know	5.00%	4
TOTAL		80

Q8 Would you like to see an increase or a decrease in the number of Newark Police officers on foot or in a car patrolling in your neighborhood, or would you like to see the number of officers stay the same?

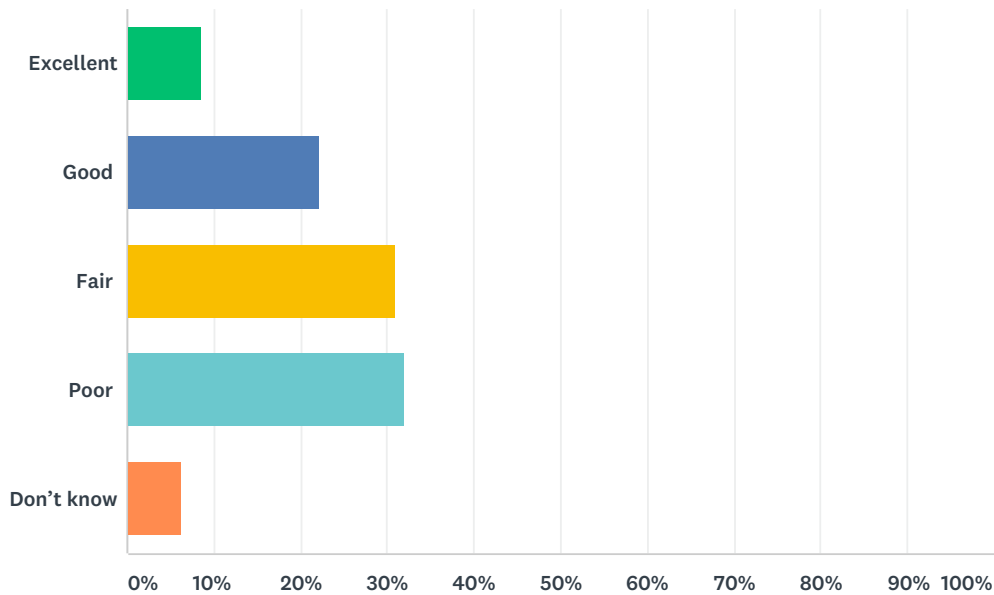
Answered: 80 Skipped: 1



ANSWER CHOICES	RESPONSES	
Increase	63.75%	51
Decrease	10.00%	8
Stay the same	21.25%	17
Don't know	5.00%	4
TOTAL		80

Q9 Thinking about the area where you live, how would you rate the job the Newark Police are doing serving people in your neighborhood?

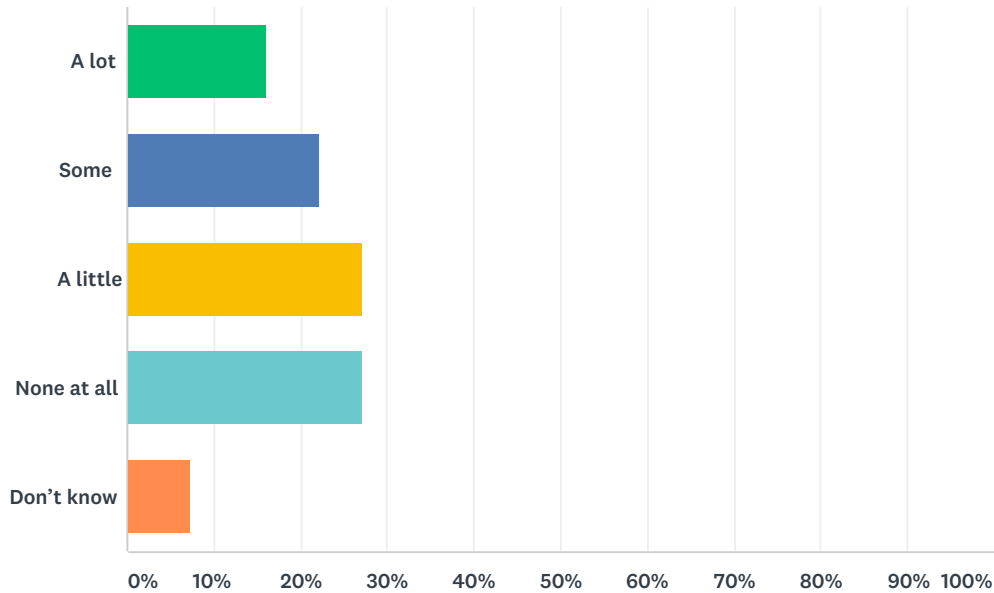
Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
Excellent	8.64%	7
Good	22.22%	18
Fair	30.86%	25
Poor	32.10%	26
Don't know	6.17%	5
TOTAL		81

Q10 How much impact do you think the Newark Police have on lowering the city's crime rate?

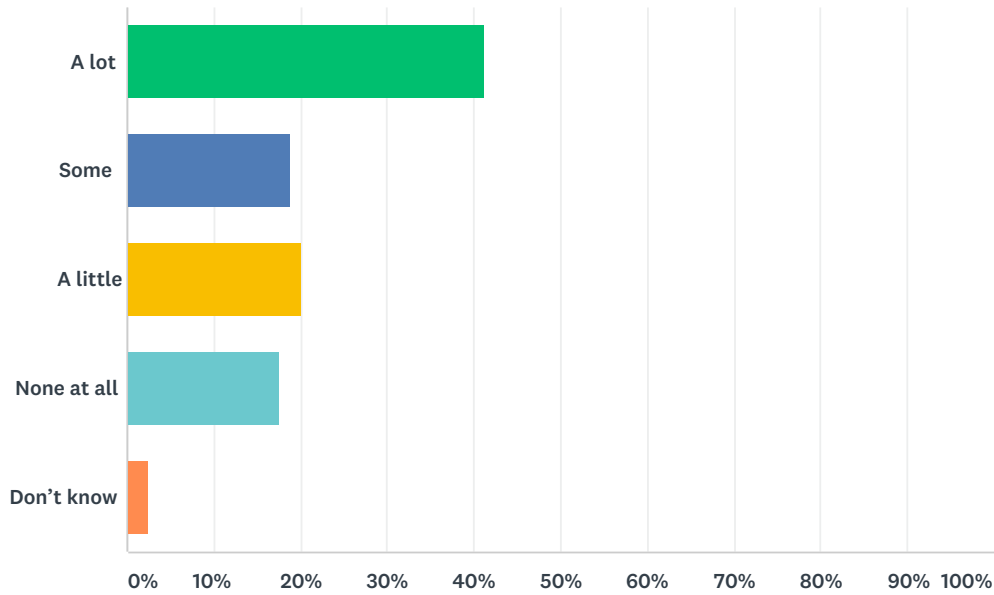
Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
A lot	16.05%	13
Some	22.22%	18
A little	27.16%	22
None at all	27.16%	22
Don't know	7.41%	6
TOTAL		81

Q11 How much respect do you have for the Newark Police, in general?

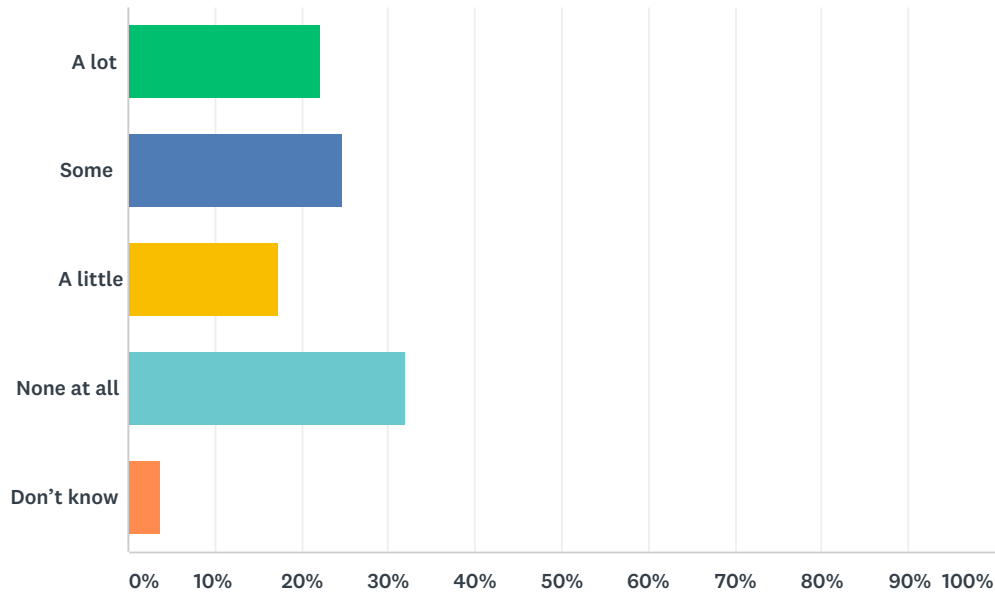
Answered: 80 Skipped: 1



ANSWER CHOICES	RESPONSES	
A lot	41.25%	33
Some	18.75%	15
A little	20.00%	16
None at all	17.50%	14
Don't know	2.50%	2
TOTAL		80

Q12 How much trust do you have for the Newark Police, in general?

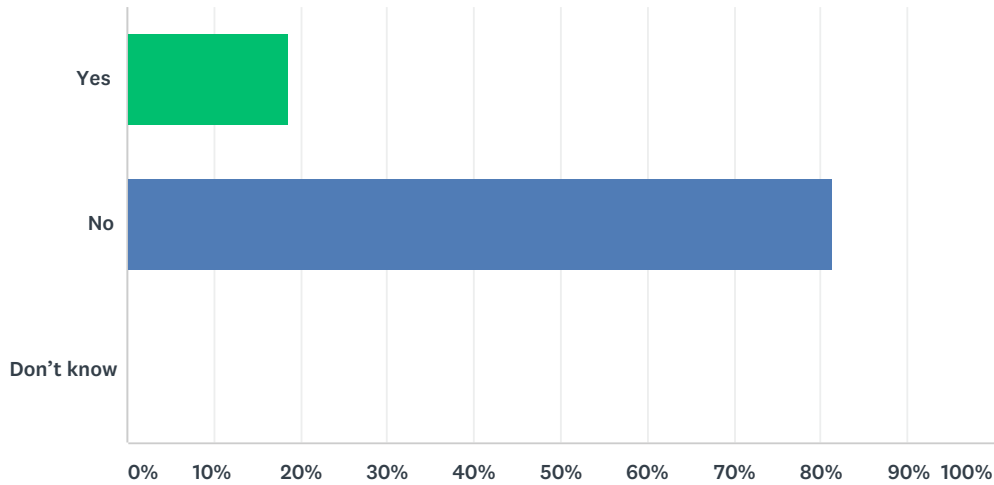
Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
A lot	22.22%	18
Some	24.69%	20
A little	17.28%	14
None at all	32.10%	26
Don't know	3.70%	3
TOTAL		81

Q13 Have you requested assistance from a Newark police officer in the last year?

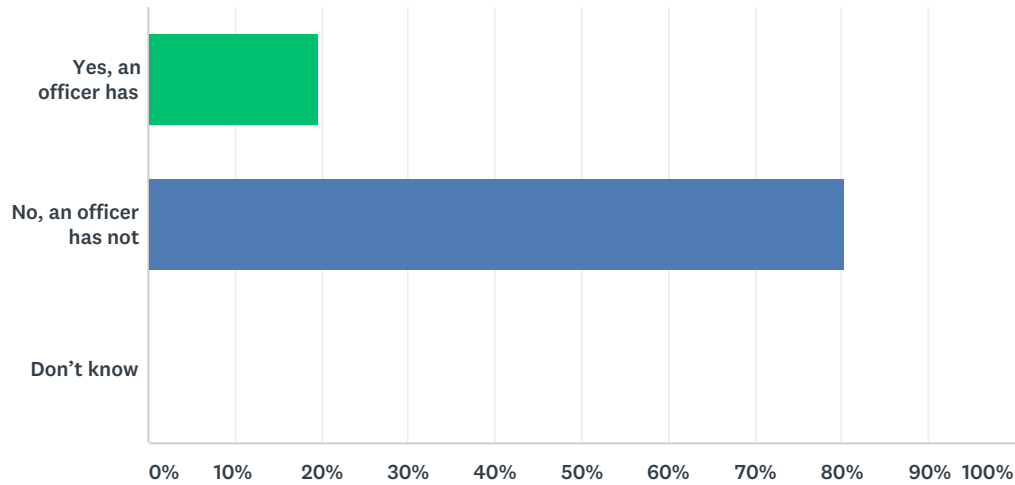
Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	18.52%	15
No	81.48%	66
Don't know	0.00%	0
TOTAL		81

Q14 Has a Newark police officer requested information from you in the last year?

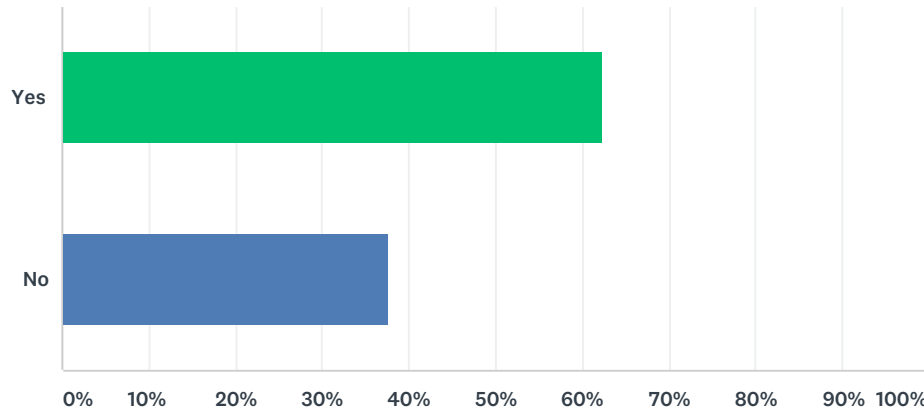
Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, an officer has	19.75%	16
No, an officer has not	80.25%	65
Don't know	0.00%	0
TOTAL		81

Q15 Do you know how to file a complaint with the Newark Police Department?

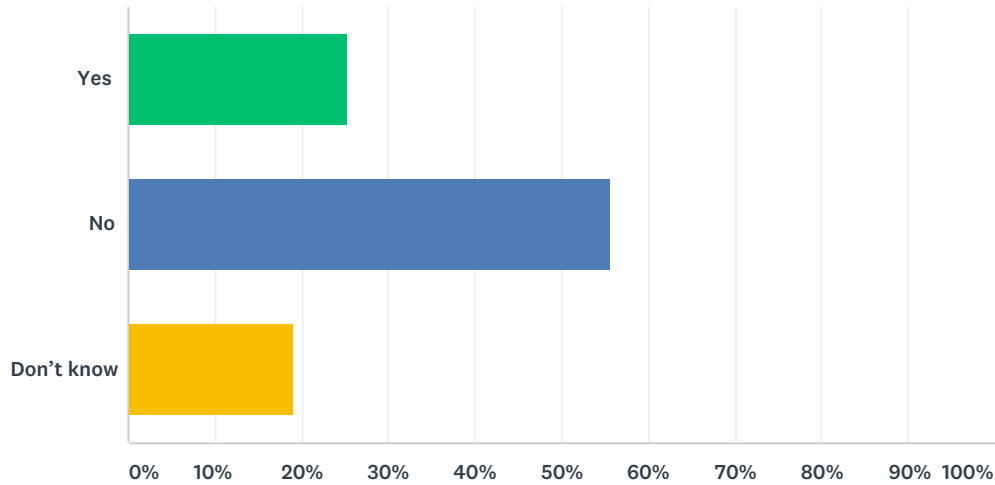
Answered: 77 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	62.34%	48
No	37.66%	29
TOTAL		77

Q16 If you were to file a complaint with the Newark Police, do you believe that your complaint would be adequately investigated?

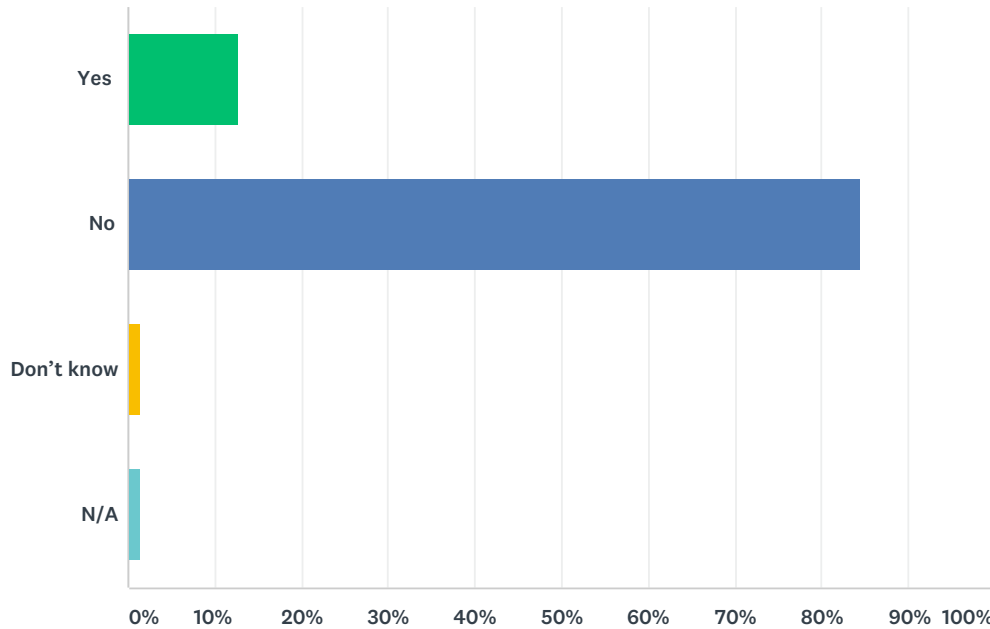
Answered: 79 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	25.32%	20
No	55.70%	44
Don't know	18.99%	15
TOTAL		79

Q17 In the last 12 months, have you filed a complaint with the Newark police? If your answer to this question is no, skip to Question 19.

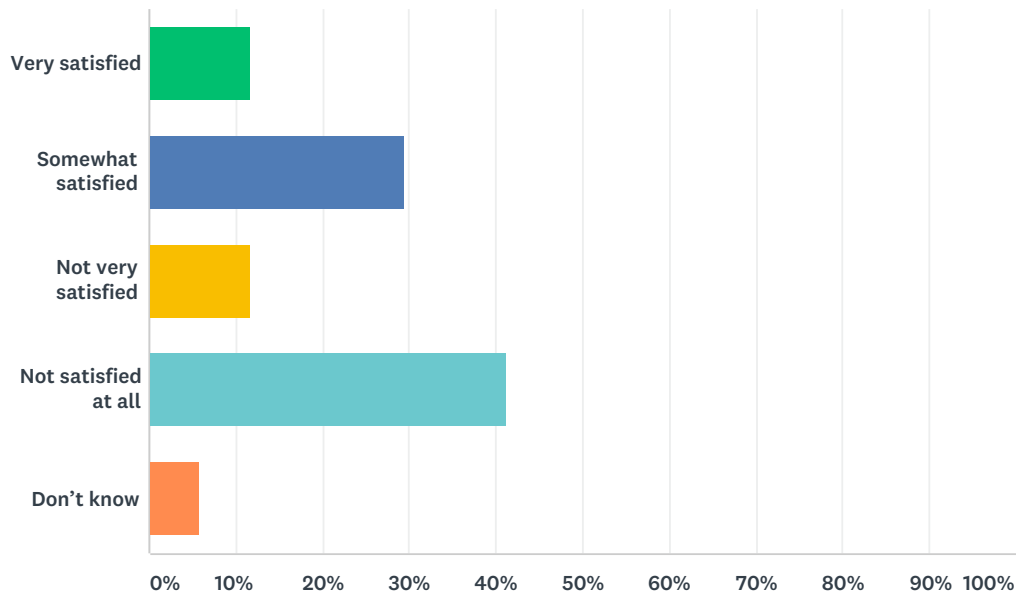
Answered: 71 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	12.68%	9
No	84.51%	60
Don't know	1.41%	1
N/A	1.41%	1
TOTAL		71

Q18 If you answered yes to Question 17, were you satisfied with the result?

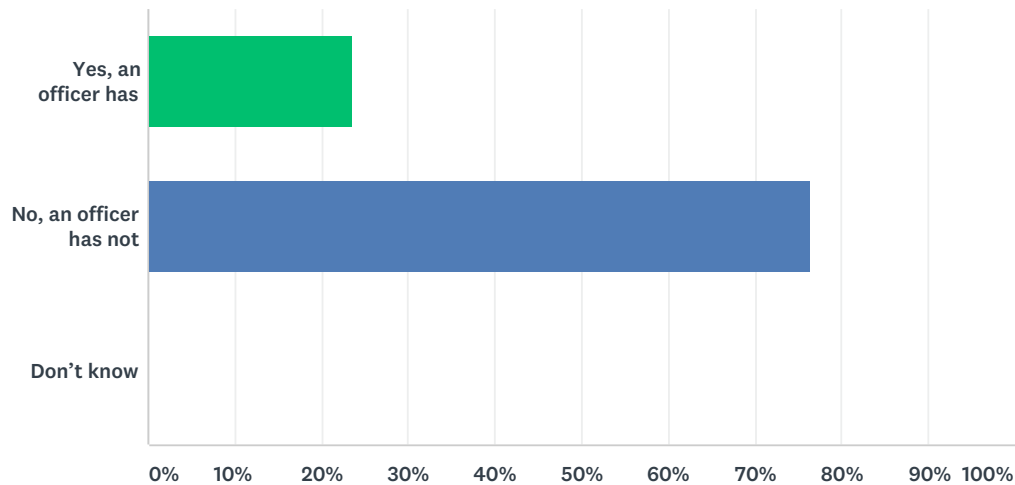
Answered: 17 Skipped: 64



ANSWER CHOICES	RESPONSES	
Very satisfied	11.76%	2
Somewhat satisfied	29.41%	5
Not very satisfied	11.76%	2
Not satisfied at all	41.18%	7
Don't know	5.88%	1
TOTAL		17

Q19 Has a Newark police officer stopped you in the last year? If your answer to this question is no, Skip to Question 26.

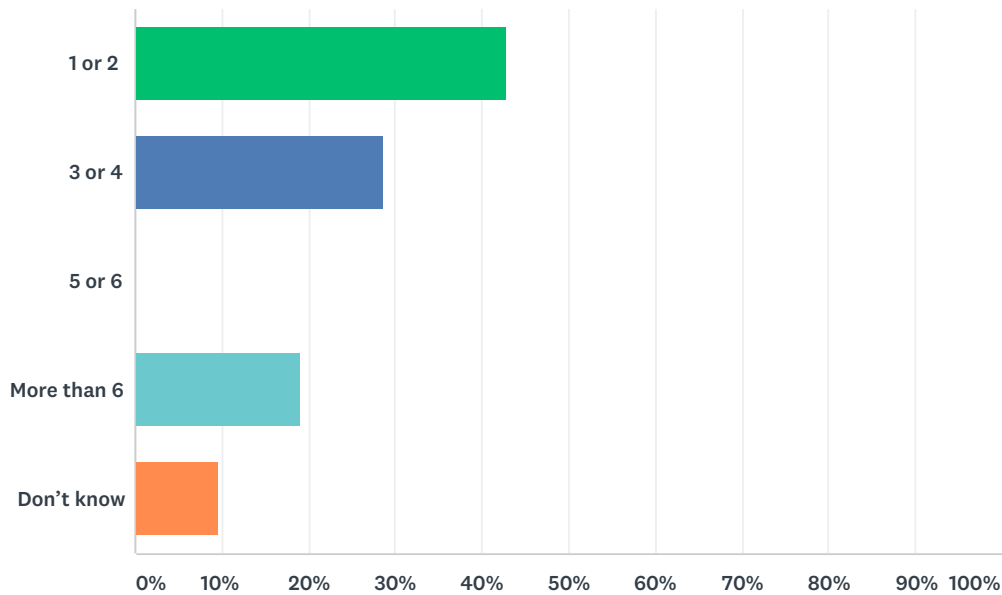
Answered: 76 Skipped: 5



ANSWER CHOICES		RESPONSES	
Yes, an officer has		23.68%	18
No, an officer has not		76.32%	58
Don't know		0.00%	0
TOTAL			76

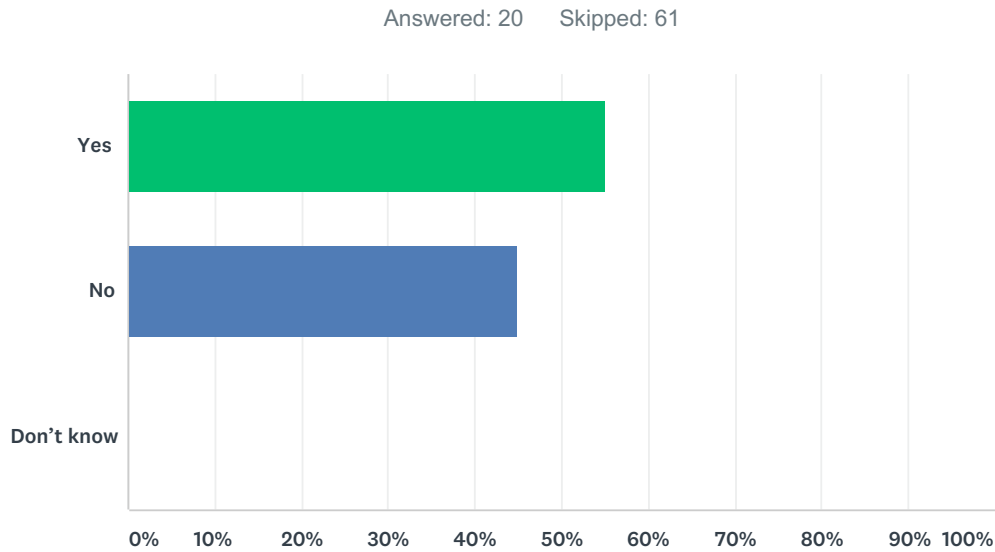
Q20 If you answered yes to Question 19, about how many times have you been stopped by a Newark police officer in the last year?

Answered: 21 Skipped: 60



ANSWER CHOICES	RESPONSES	
1 or 2	42.86%	9
3 or 4	28.57%	6
5 or 6	0.00%	0
More than 6	19.05%	4
Don't know	9.52%	2
TOTAL		21

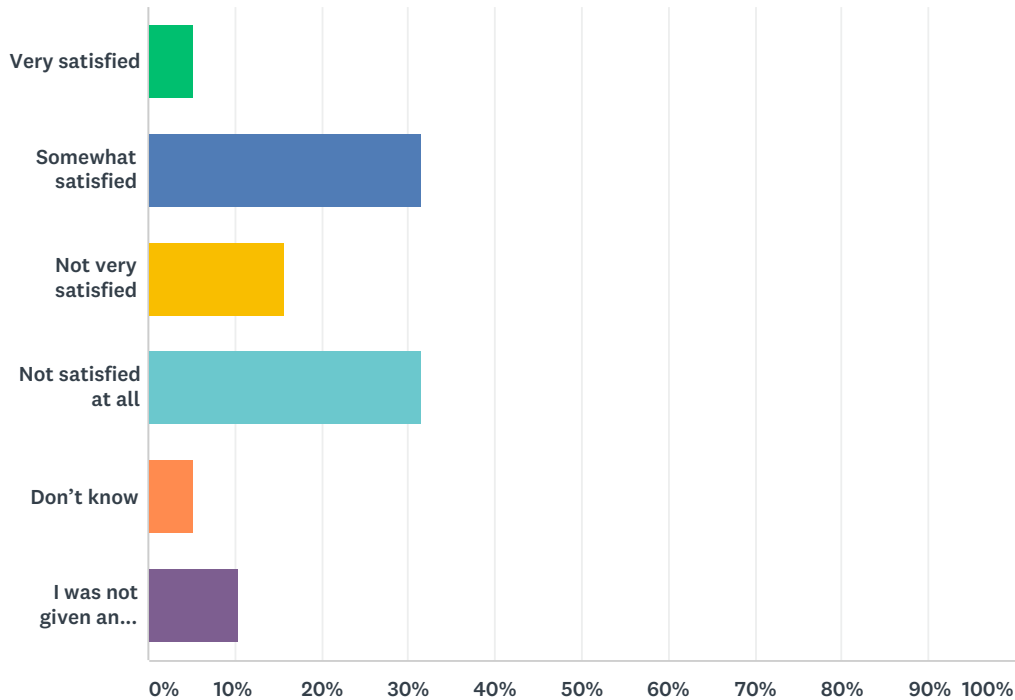
Q21 If you answered yes to Question 19, did the officer explain why he/she stopped you?



ANSWER CHOICES	RESPONSES	
Yes	55.00%	11
No	45.00%	9
Don't know	0.00%	0
TOTAL		20

Q22 If you answered yes to Question 19, how satisfied were you with the explanation you were given?

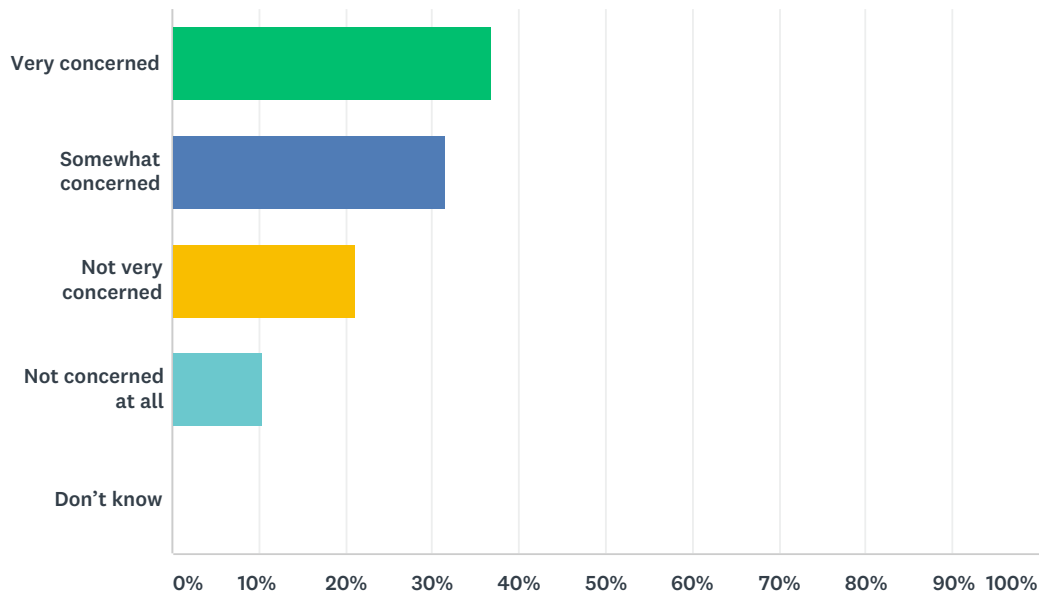
Answered: 19 Skipped: 62



ANSWER CHOICES	RESPONSES	
Very satisfied	5.26%	1
Somewhat satisfied	31.58%	6
Not very satisfied	15.79%	3
Not satisfied at all	31.58%	6
Don't know	5.26%	1
I was not given an explanation	10.53%	2
TOTAL		19

Q23 If you answered yes to Question 19, how concerned were you for your own safety when you were stopped by the police officer?

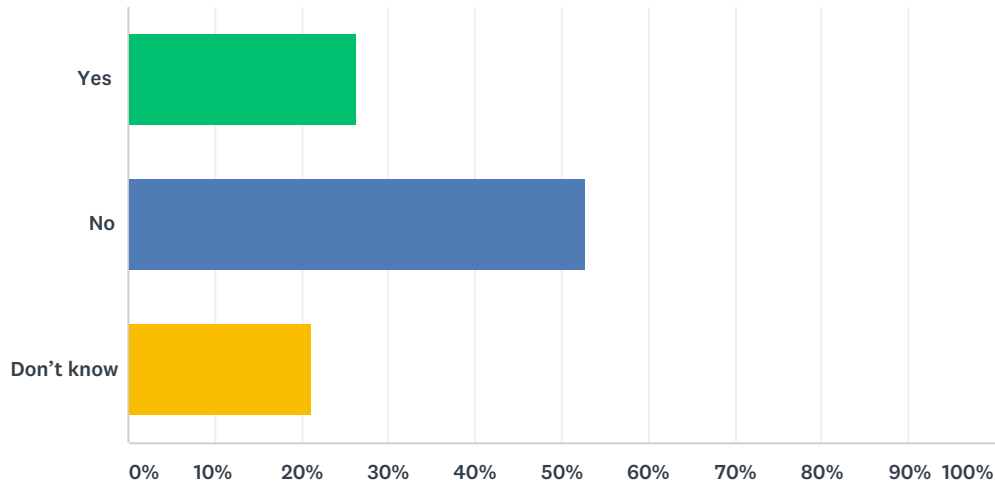
Answered: 19 Skipped: 62



ANSWER CHOICES	RESPONSES	
Very concerned	36.84%	7
Somewhat concerned	31.58%	6
Not very concerned	21.05%	4
Not concerned at all	10.53%	2
Don't know	0.00%	0
TOTAL		19

Q24 If you answered yes to Question 19, did you think you were stopped for good reason?

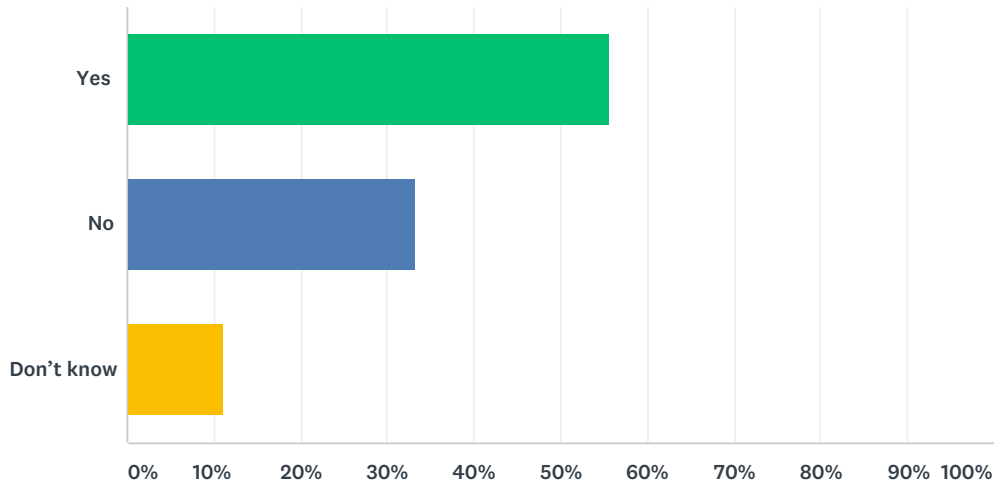
Answered: 19 Skipped: 62



ANSWER CHOICES	RESPONSES	
Yes	26.32%	5
No	52.63%	10
Don't know	21.05%	4
TOTAL		19

Q25 If you answered yes to Question 19, do you think you were stopped longer than necessary?

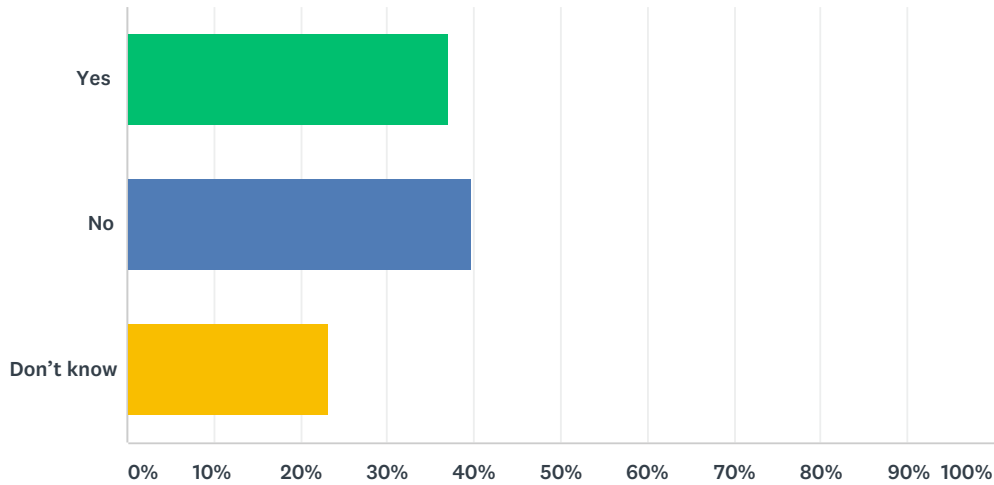
Answered: 18 Skipped: 63



ANSWER CHOICES	RESPONSES	
Yes	55.56%	10
No	33.33%	6
Don't know	11.11%	2
TOTAL		18

Q26 Do you think Newark police officers use the appropriate level of force during encounters with the public?

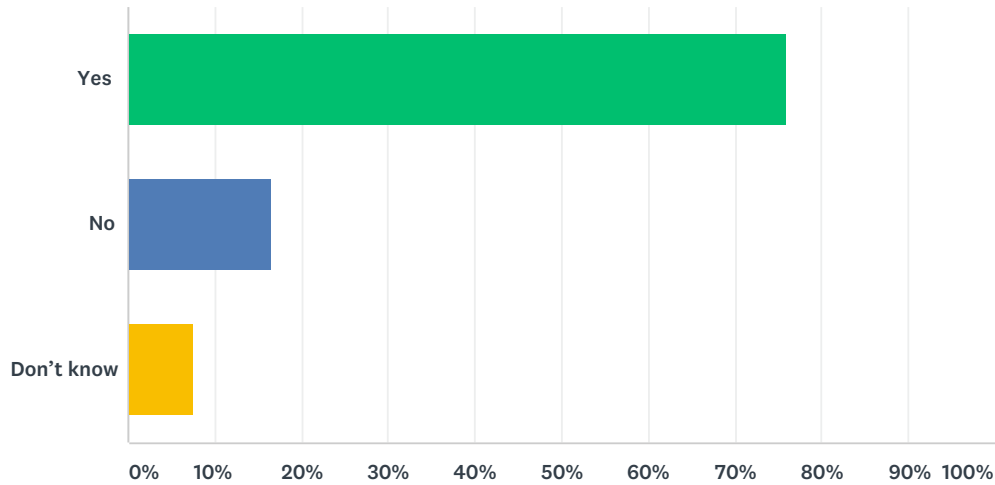
Answered: 73 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	36.99%	27
No	39.73%	29
Don't know	23.29%	17
TOTAL		73

Q27 Would you have more overall trust in Newark police officers if they were wearing body cameras?

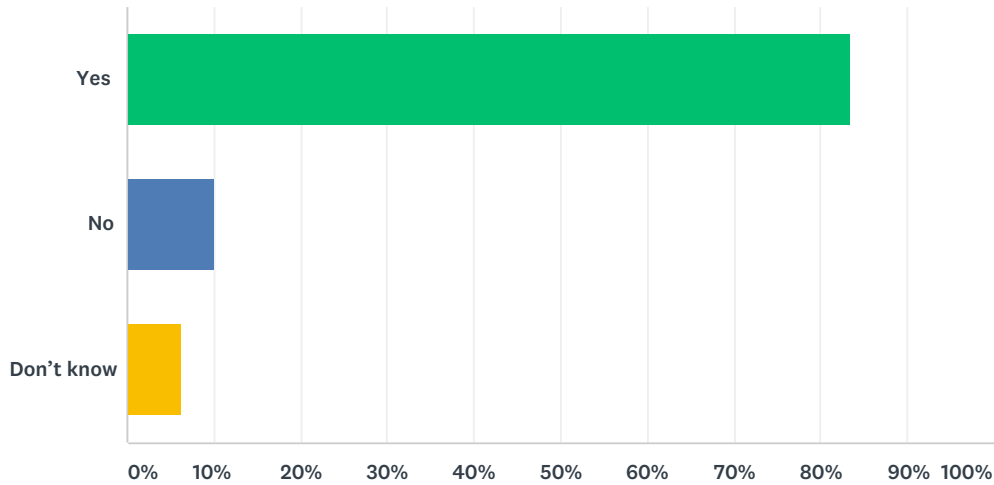
Answered: 79 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	75.95%	60
No	16.46%	13
Don't know	7.59%	6
TOTAL		79

Q28 Do you think that footage from Newark police body-worn cameras should be made publicly available without any alterations or editing?

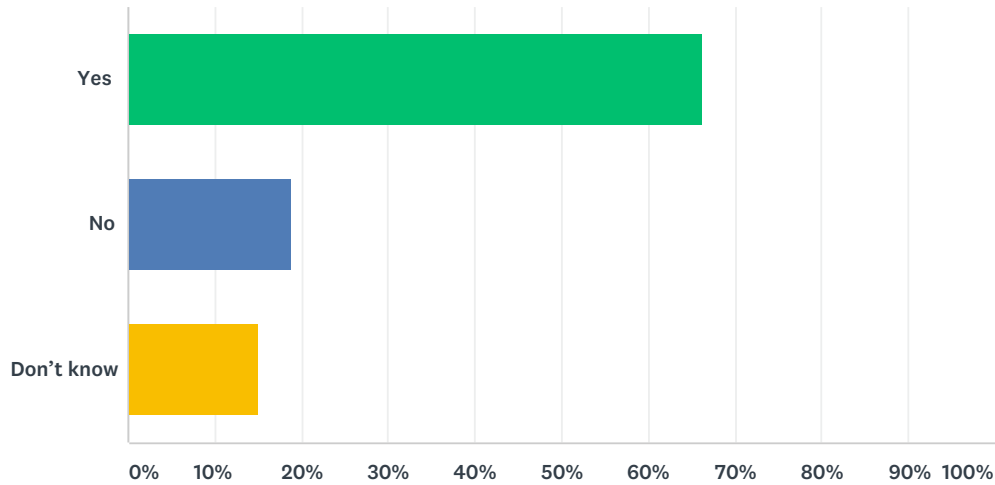
Answered: 79 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	83.54%	66
No	10.13%	8
Don't know	6.33%	5
TOTAL		79

Q29 Do you think body cameras would improve relations between the Newark Police and the community?

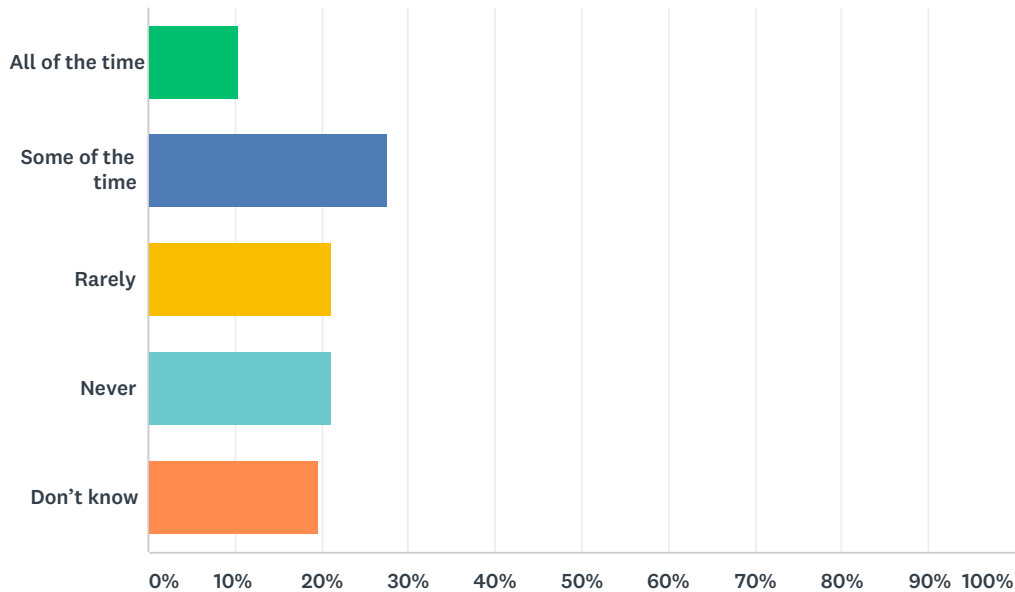
Answered: 80 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	66.25%	53
No	18.75%	15
Don't know	15.00%	12
TOTAL		80

Q30 To the best of your knowledge, do Newark police officers attend events in your community all of the time, some of the time, rarely, or never?

Answered: 76 Skipped: 5



ANSWER CHOICES	RESPONSES	
All of the time	10.53%	8
Some of the time	27.63%	21
Rarely	21.05%	16
Never	21.05%	16
Don't know	19.74%	15
TOTAL		76

Q31 For each of the following groups, please tell us if you think the Newark Police treat this group better, worse, or the same as other groups in the community:

Answered: 79 Skipped: 2

	BETTER	WORSE	SAME	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
A. Men	7.69% 6	60.26% 47	21.79% 17	10.26% 8	78	3.35
B. Women	39.74% 31	14.10% 11	29.49% 23	16.67% 13	78	3.23
C. Black people	3.80% 3	59.49% 47	26.58% 21	10.13% 8	79	3.43
D. Hispanic and Latino people	6.67% 5	40.00% 30	34.67% 26	18.67% 14	75	3.65
E. White people	60.26% 47	1.28% 1	19.23% 15	19.23% 15	78	2.97
F. Homeless people	6.41% 5	47.44% 37	25.64% 20	20.51% 16	78	3.60
G. LGBT people	8.97% 7	24.36% 19	26.92% 21	39.74% 31	78	3.97
H. Non-English Speakers	14.29% 11	33.77% 26	23.38% 18	28.57% 22	77	3.66

Q32 In just a few words, what is one thing the Newark Police should do differently to improve police-community relations?

Answered: 65 Skipped: 16

[\(See Appendix for results\)](#)

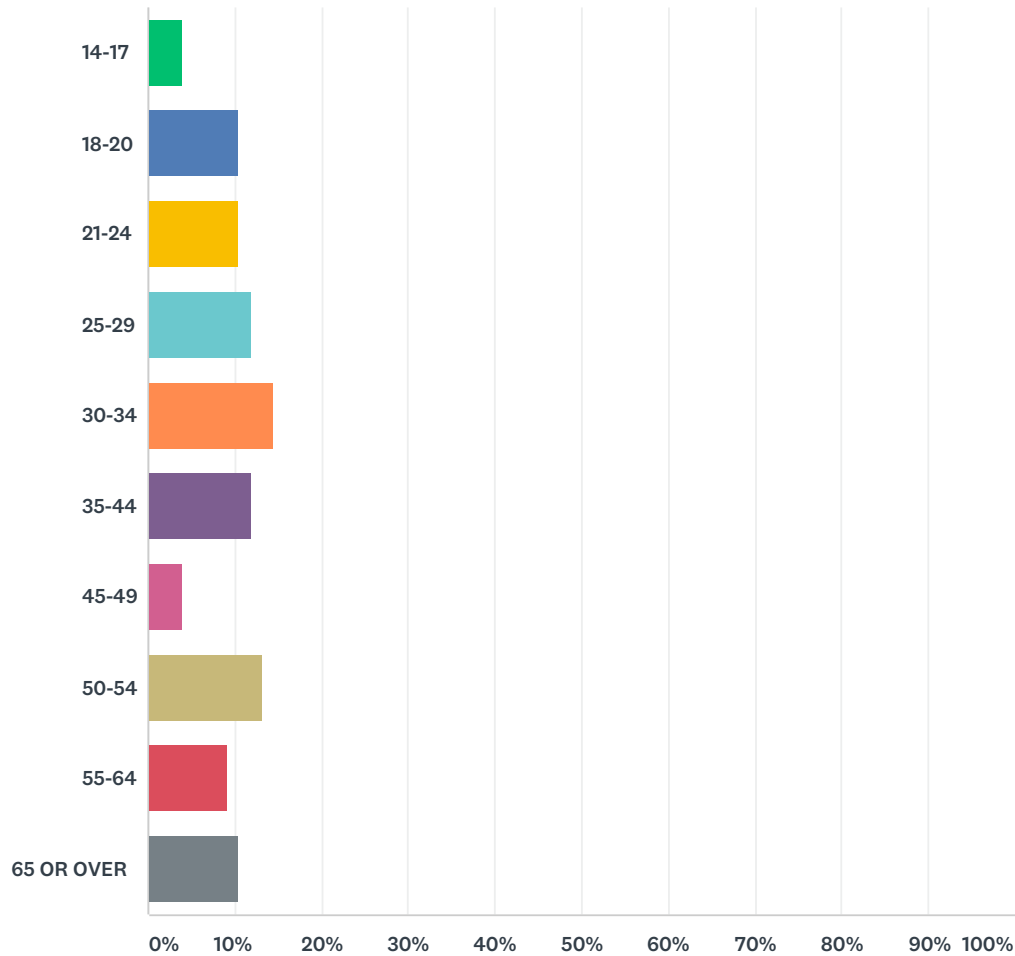
Q33 Is there anything that we have not asked you that you want to share with us?

Answered: 30 Skipped: 51

[\(See Appendix for results\)](#)

Q34 What is your age range?

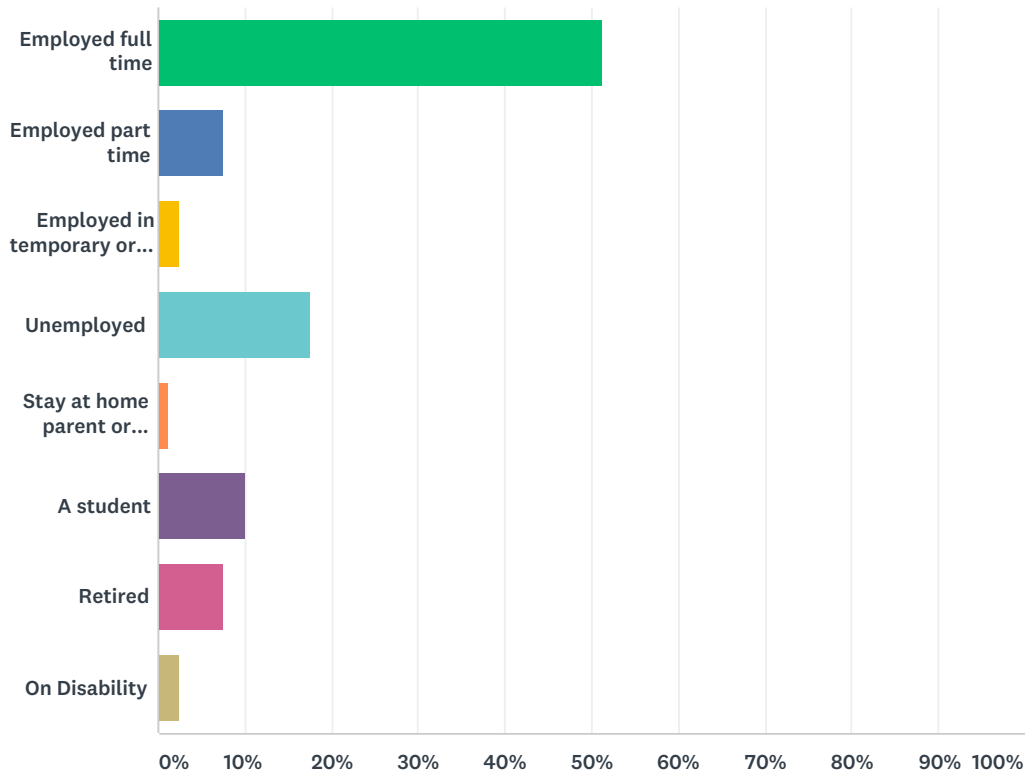
Answered: 76 Skipped: 5



ANSWER CHOICES	RESPONSES	
14-17	3.95%	3
18-20	10.53%	8
21-24	10.53%	8
25-29	11.84%	9
30-34	14.47%	11
35-44	11.84%	9
45-49	3.95%	3
50-54	13.16%	10
55-64	9.21%	7
65 OR OVER	10.53%	8
TOTAL		76

Q35 What best describes your employment situation today?

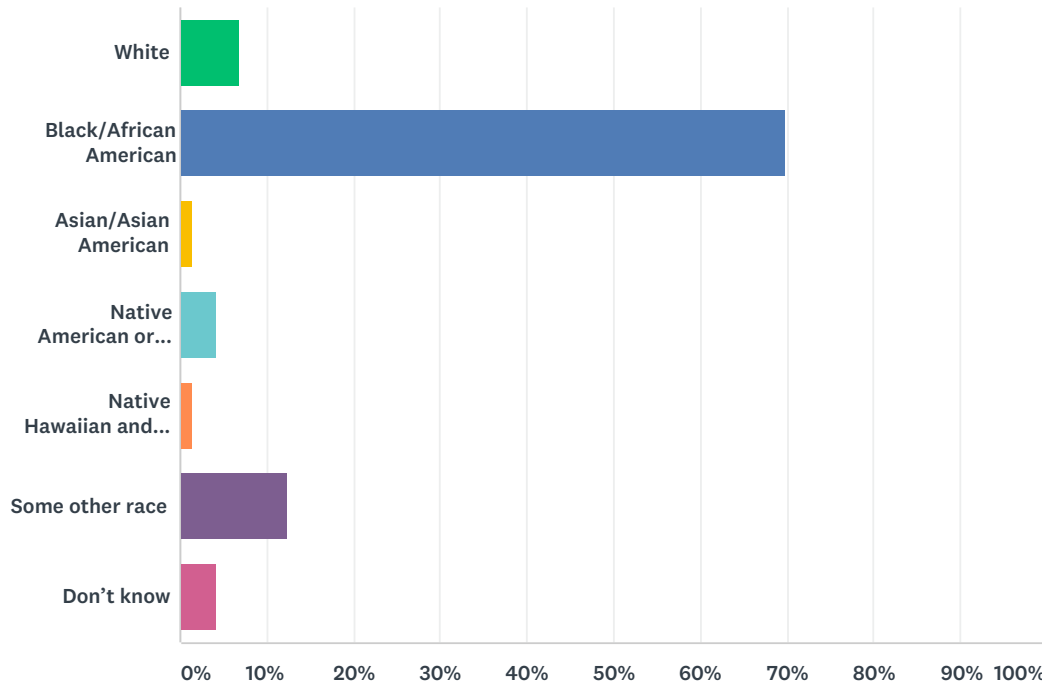
Answered: 80 Skipped: 1



ANSWER CHOICES	RESPONSES	
Employed full time	51.25%	41
Employed part time	7.50%	6
Employed in temporary or seasonal work	2.50%	2
Unemployed	17.50%	14
Stay at home parent or caregiver	1.25%	1
A student	10.00%	8
Retired	7.50%	6
On Disability	2.50%	2
TOTAL		80

Q36 Which of these groups would you say best represents your race?

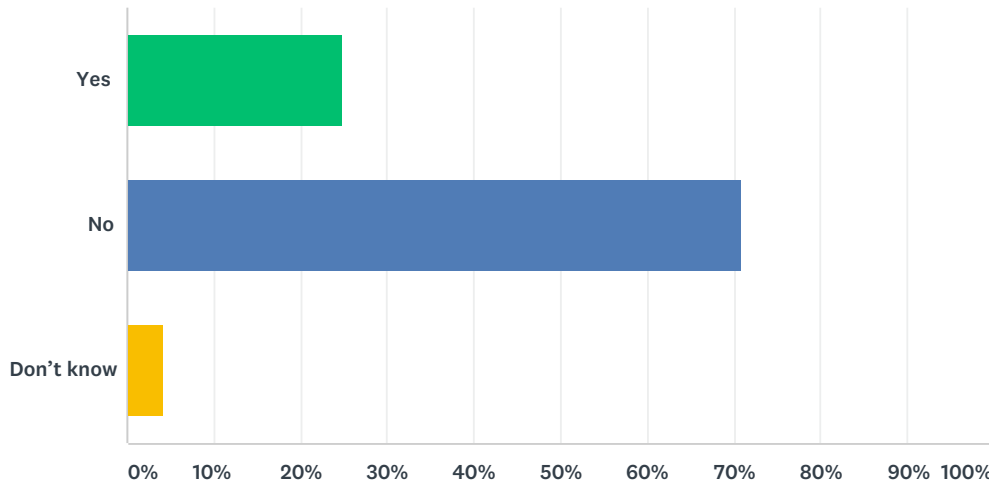
Answered: 73 Skipped: 8



ANSWER CHOICES	RESPONSES	
White	6.85%	5
Black/African American	69.86%	51
Asian/Asian American	1.37%	1
Native American or Alaska Native	4.11%	3
Native Hawaiian and Other Pacific Islander	1.37%	1
Some other race	12.33%	9
Don't know	4.11%	3
TOTAL		73

Q37 Are you of Latino or Hispanic origin, such as Mexican, Puerto Rican, Cuban, Brazilian, Dominican, or some other Spanish or Portuguese-speaking background?

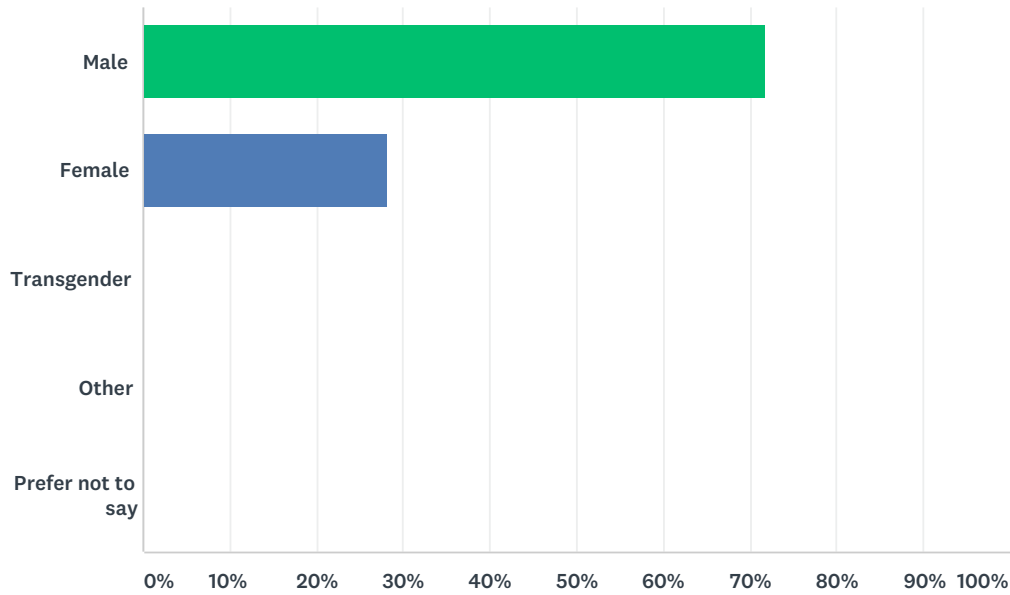
Answered: 72 Skipped: 9



ANSWER CHOICES		RESPONSES	
Yes		25.00%	18
No		70.83%	51
Don't know		4.17%	3
TOTAL			72

Q38 What is your gender?

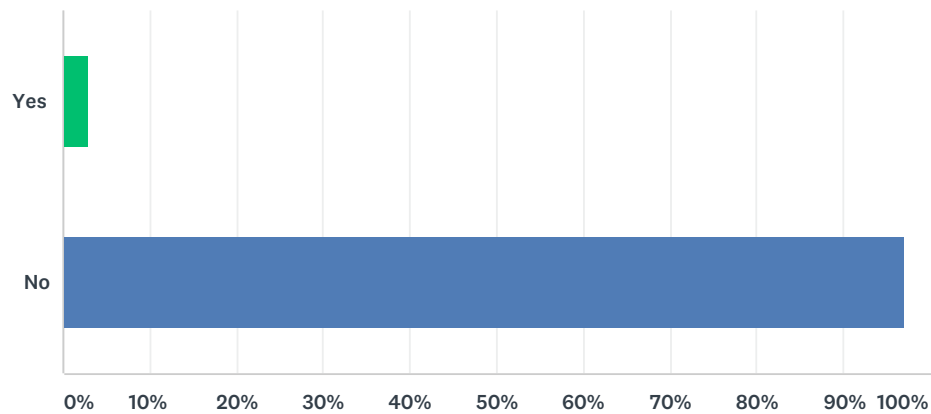
Answered: 78 Skipped: 3



ANSWER CHOICES	RESPONSES	
Male	71.79%	56
Female	28.21%	22
Transgender	0.00%	0
Other	0.00%	0
Prefer not to say	0.00%	0
TOTAL		78

Q39 Do you identify as LGBT?

Answered: 69 Skipped: 12



ANSWER CHOICES		RESPONSES	
Yes		2.90%	2
No		97.10%	67
TOTAL			69

Q1 What is your home zip code?

Answered: 78 Skipped: 3

#	RESPONSES	DATE
1	07102	12/17/2018 12:32 PM
2	07108	12/17/2018 12:30 PM
3	07112	12/17/2018 12:27 PM
4	07108	12/17/2018 12:24 PM
5	07108	12/17/2018 12:22 PM
6	07102	12/17/2018 12:15 PM
7	07102	12/17/2018 12:12 PM
8	07108	12/17/2018 12:10 PM
9	07105	12/17/2018 12:10 PM
10	07103	12/17/2018 12:07 PM
11	07055	12/17/2018 12:07 PM
12	07108	12/17/2018 12:04 PM
13	07102	12/17/2018 12:03 PM
14	07108	12/17/2018 12:01 PM
15	07103	12/17/2018 12:00 PM
16	07103	12/17/2018 11:56 AM
17	07108	12/17/2018 11:55 AM
18	07111	12/17/2018 11:52 AM
19	07102	12/17/2018 11:50 AM
20	07107	12/17/2018 11:49 AM
21	07112	12/17/2018 11:46 AM
22	07105	12/17/2018 11:45 AM
23	07102	12/17/2018 11:43 AM
24	07107	12/17/2018 11:37 AM
25	07102	12/17/2018 11:33 AM
26	07108	12/17/2018 11:30 AM
27	07108	12/17/2018 11:27 AM
28	07108	12/17/2018 10:56 AM
29	07108	12/17/2018 10:28 AM
30	07114	12/17/2018 10:22 AM
31	07102	12/17/2018 10:17 AM
32	07114	12/14/2018 6:35 PM
33	07012	12/14/2018 6:29 PM
34	07108	12/14/2018 6:18 PM
35	07107	12/14/2018 6:13 PM

36	07114	12/14/2018 6:09 PM
37	07102	12/14/2018 6:02 PM
38	07114	12/14/2018 5:57 PM
39	07114	12/14/2018 5:38 PM
40	07114	12/14/2018 5:34 PM
41	07114	12/14/2018 5:31 PM
42	07114	12/14/2018 5:23 PM
43	07114	12/14/2018 5:14 PM
44	07114	12/14/2018 4:52 PM
45	07107	12/14/2018 4:49 PM
46	07114	12/14/2018 4:48 PM
47	07108	12/14/2018 4:43 PM
48	07108	12/14/2018 4:40 PM
49	07108	12/14/2018 4:38 PM
50	07106	12/14/2018 4:35 PM
51	07108	12/14/2018 4:33 PM
52	07102	12/14/2018 4:31 PM
53	07108	12/14/2018 4:29 PM
54	07108	12/14/2018 4:26 PM
55	07107	12/14/2018 4:26 PM
56	07108	12/14/2018 4:23 PM
57	07107	12/14/2018 4:23 PM
58	07108	12/14/2018 4:20 PM
59	07106	12/14/2018 4:19 PM
60	07108	12/14/2018 4:17 PM
61	07003	12/14/2018 4:15 PM
62	07103	12/14/2018 4:14 PM
63	07104	12/14/2018 4:12 PM
64	07103	12/14/2018 4:11 PM
65	07108	12/14/2018 4:09 PM
66	07932	12/14/2018 4:06 PM
67	07112	12/14/2018 4:03 PM
68	07112	12/14/2018 4:00 PM
69	07112	12/14/2018 3:59 PM
70	07108	12/14/2018 3:56 PM
71	07107	12/14/2018 3:56 PM
72	07105	12/14/2018 3:54 PM
73	07108	12/14/2018 3:53 PM
74	07105	12/14/2018 3:49 PM
75	07105	12/14/2018 3:43 PM
76	07108	12/14/2018 3:37 PM

77	07112	12/14/2018 12:52 PM
78	07105	12/14/2018 12:41 PM

Q2 How long have you lived in Newark? (Number of Years)

Answered: 79 Skipped: 2

#	RESPONSES	DATE
1	45	12/17/2018 12:32 PM
2	2	12/17/2018 12:30 PM
3	5	12/17/2018 12:27 PM
4	15	12/17/2018 12:24 PM
5	63	12/17/2018 12:22 PM
6	3	12/17/2018 12:18 PM
7	1	12/17/2018 12:15 PM
8	1	12/17/2018 12:12 PM
9	19	12/17/2018 12:10 PM
10	3	12/17/2018 12:10 PM
11	25	12/17/2018 12:07 PM
12	12	12/17/2018 12:07 PM
13	26	12/17/2018 12:04 PM
14	25	12/17/2018 12:03 PM
15	40	12/17/2018 12:01 PM
16	10	12/17/2018 12:00 PM
17	5	12/17/2018 11:56 AM
18	45	12/17/2018 11:55 AM
19	1	12/17/2018 11:52 AM
20	2	12/17/2018 11:50 AM
21	20	12/17/2018 11:49 AM
22	30	12/17/2018 11:46 AM
23	25	12/17/2018 11:45 AM
24	1	12/17/2018 11:43 AM
25	53	12/17/2018 11:37 AM
26	1	12/17/2018 11:33 AM
27	5	12/17/2018 11:30 AM
28	2	12/17/2018 11:27 AM
29	32	12/17/2018 10:56 AM
30	28	12/17/2018 10:28 AM
31	2	12/17/2018 10:22 AM
32	36	12/17/2018 10:17 AM
33	27	12/14/2018 6:35 PM
34	51	12/14/2018 6:29 PM
35	33	12/14/2018 6:18 PM

36	19	12/14/2018 6:13 PM
37	1	12/14/2018 6:09 PM
38	57	12/14/2018 6:02 PM
39	20	12/14/2018 5:57 PM
40	40	12/14/2018 5:38 PM
41	6	12/14/2018 5:34 PM
42	10	12/14/2018 5:31 PM
43	17	12/14/2018 5:27 PM
44	30	12/14/2018 5:14 PM
45	45	12/14/2018 4:52 PM
46	30	12/14/2018 4:49 PM
47	19	12/14/2018 4:48 PM
48	50	12/14/2018 4:43 PM
49	52	12/14/2018 4:40 PM
50	24	12/14/2018 4:38 PM
51	54	12/14/2018 4:35 PM
52	13	12/14/2018 4:33 PM
53	21	12/14/2018 4:31 PM
54	52	12/14/2018 4:29 PM
55	13	12/14/2018 4:26 PM
56	3	12/14/2018 4:26 PM
57	30	12/14/2018 4:23 PM
58	8	12/14/2018 4:23 PM
59	32	12/14/2018 4:20 PM
60	6	12/14/2018 4:19 PM
61	1	12/14/2018 4:17 PM
62	34	12/14/2018 4:15 PM
63	40	12/14/2018 4:14 PM
64	20	12/14/2018 4:12 PM
65	54	12/14/2018 4:11 PM
66	20	12/14/2018 4:09 PM
67	20	12/14/2018 4:06 PM
68	8	12/14/2018 4:03 PM
69	16	12/14/2018 4:00 PM
70	37	12/14/2018 3:59 PM
71	70	12/14/2018 3:56 PM
72	14	12/14/2018 3:56 PM
73	11	12/14/2018 3:54 PM
74	55	12/14/2018 3:53 PM
75	4	12/14/2018 3:49 PM
76	14	12/14/2018 3:43 PM

77	16	12/14/2018 3:37 PM
78	35	12/14/2018 12:52 PM
79	68	12/14/2018 12:41 PM

Q32 In just a few words, what is one thing the Newark Police should do differently to improve police-community relations?

Answered: 65 Skipped: 16

#	RESPONSES	DATE
1	Stop harassing us and being disrespectful. We are humans!	12/17/2018 12:32 PM
2	Stop harassing people and look for people who are doing stuff.	12/17/2018 12:30 PM
3	Treat everybody equally.	12/17/2018 12:24 PM
4	Get involved in community organizations. Eyes and ears of neighborhood.	12/17/2018 12:22 PM
5	Get involved in community	12/17/2018 12:18 PM
6	Come out and meet and greet!	12/17/2018 12:10 PM
7	Treat people they way they want to be treated.	12/17/2018 12:07 PM
8	Frequent neighborhood more get to know them by name	12/17/2018 12:07 PM
9	COMMUNICATE!	12/17/2018 12:04 PM
10	More community initiatives people think police are the enemy so being more involved would help	12/17/2018 12:03 PM
11	Kids shouldn't be scared of cops. Try to sole real crimes; is it a quota system. Not protect and serve - now just patrol. Cops need to know the kids. Rookies shouldn't be out here.	12/17/2018 12:01 PM
12	Less aggressive in their interactions they think the uniform keeps them safe so they treat people worse	12/17/2018 12:00 PM
13	Talk better w/more respect to folks.	12/17/2018 11:56 AM
14	More interaction with community; everybody are not in the gang	12/17/2018 11:55 AM
15	Be more present and culturally sensitive when performing their duties and sharing with people how to prevent contact w/police dept.	12/17/2018 11:52 AM
16	Stop pulling us over for random checks	12/17/2018 11:50 AM
17	More communication, relaxed citation, a part of common events	12/17/2018 11:49 AM
18	Be more on foot and present in community.	12/17/2018 11:46 AM
19	have been pulled over for a non-existent sign.	12/17/2018 11:43 AM
20	More police and avoid bringing people in as informants	12/17/2018 11:37 AM
21	Respectful communications with local community and culturally responsive/sensitive training	12/17/2018 11:33 AM
22	More patrol in the community. I think they should ask questions before pulling out guns on people.	12/17/2018 11:30 AM
23	I don't know, never had any contact with any officers to know.	12/17/2018 11:27 AM
24	To help the community	12/17/2018 10:56 AM
25	I believe things are just fine.	12/17/2018 10:28 AM
26	Get to know people	12/17/2018 10:22 AM
27	More police on foot, in cars.	12/14/2018 6:35 PM
28	More patrols. IDK	12/14/2018 6:32 PM
29	Learn how to talk to people	12/14/2018 6:18 PM
30	Make it a priority to talk to people about what goes on in the neighborhood. Respect people.	12/14/2018 6:13 PM
31	More police, talk to community members.	12/14/2018 5:38 PM
32	Get to know members of community. Build trust.	12/14/2018 5:34 PM

33	Listen	12/14/2018 5:31 PM
34	Patrol on foot. Don't assume everyone is on drugs or is a dealer. Some people are sick. Have more respect for the seniors. They don't correct their mistakes. They don't admit when they make a mistake.	12/14/2018 5:27 PM
35	Do their job. Be more active with the public. They should live in the neighborhood.	12/14/2018 5:23 PM
36	Investigate major crimes rather than harass people on corner.	12/14/2018 5:14 PM
37	Increase 5-0 walking on the streets, show their faces and not just ride in a car	12/14/2018 4:52 PM
38	Keep on the body cameras	12/14/2018 4:49 PM
39	Have more than two officers in an area; only see once every couple of hours as opposed to every couple of minutes	12/14/2018 4:48 PM
40	They should take drugs off of the street	12/14/2018 4:40 PM
41	Do better.	12/14/2018 4:38 PM
42	Nothing	12/14/2018 4:35 PM
43	Keep talking to each other.	12/14/2018 4:33 PM
44	Speak to the people!	12/14/2018 4:31 PM
45	Communicate with public better.	12/14/2018 4:29 PM
46	They should treat people equally	12/14/2018 4:26 PM
47	Listening	12/14/2018 4:23 PM
48	Well they can should stay true to the public for everything they do, whether it's right or wrong	12/14/2018 4:23 PM
49	N/A	12/14/2018 4:20 PM
50	Engage in local town hall meeting which do happen however, I don't feel the "trickle-down effect" to police departments entirely.	12/14/2018 4:19 PM
51	Everything!	12/14/2018 4:17 PM
52	Stop being ignorant	12/14/2018 4:15 PM
53	Come talk to us.	12/14/2018 4:14 PM
54	Be more involved in the general community	12/14/2018 4:12 PM
55	Come talk to me.	12/14/2018 4:11 PM
56	Surveys; monitoring; body cameras	12/14/2018 4:06 PM
57	Cut folks who don't know the drug dealer.	12/14/2018 4:03 PM
58	Better training	12/14/2018 4:00 PM
59	communication to young black men	12/14/2018 3:59 PM
60	more foot patrols	12/14/2018 3:56 PM
61	Interact with people at community events	12/14/2018 3:56 PM
62	stop discriminating	12/14/2018 3:53 PM
63	Vivir melhor o farto ocorriolo e investigar com mas clariza.	12/14/2018 3:49 PM
64	Collecting data and reporting to community group where the crime is increasing & decreasing in the neighborhood when events or plan.	12/14/2018 12:52 PM
65	Be more personable -- make effort to overcome language barrier.	12/14/2018 12:41 PM

Q33 Is there anything that we have not asked you that you want to share with us?

Answered: 30 Skipped: 51

#	RESPONSES	DATE
1	No	12/17/2018 12:24 PM
2	The women should be in position of leadership.	12/17/2018 12:22 PM
3	No	12/17/2018 12:18 PM
4	Khalif - good cop!	12/17/2018 12:10 PM
5	They treat _____, already visible, gen good	12/17/2018 12:10 PM
6	Pray more and Love God enough to do it his way.	12/17/2018 12:07 PM
7	Brutality they way they treat you by appearance - hoody wear	12/17/2018 12:07 PM
8	NO	12/17/2018 12:04 PM
9	I have told my son what to do if he gets arrested, told him at 6.	12/17/2018 12:01 PM
10	Wy they don't do more heroic or community oriented things like offer rides to people	12/17/2018 12:00 PM
11	No, but thanks.	12/17/2018 11:55 AM
12	Cops need to be more reasonable and stop trying to fill their quota.	12/17/2018 11:50 AM
13	Self awareness classes to relieve stress against comm.	12/17/2018 11:49 AM
14	Had a PO refuse to write a report for car accident and then had officer testify against her in court	12/17/2018 11:43 AM
15	no	12/17/2018 11:30 AM
16	Nothing at all	12/17/2018 11:27 AM
17	No	12/17/2018 10:22 AM
18	No	12/14/2018 4:40 PM
19	No.	12/14/2018 4:38 PM
20	No	12/14/2018 4:26 PM
21	No	12/14/2018 4:23 PM
22	Nothing really	12/14/2018 4:23 PM
23	N/A	12/14/2018 4:20 PM
24	No	12/14/2018 4:19 PM
25	Nope	12/14/2018 4:12 PM
26	yes, do we believe Newark cops are corrupt?	12/14/2018 3:59 PM
27	No	12/14/2018 3:56 PM
28	A policia en si deceria ser mas colriente no algun foto relatiao e assim tomas as conciercias cabiveis.	12/14/2018 3:49 PM
29	How to organize the youth and how they feel about crime and working with the police. The creation of a youth cadet program for all the words.	12/14/2018 12:52 PM
30	More police around holidays on Ferry Street.	12/14/2018 12:41 PM

Appendix E

STATUS OF NPD'S CONSENT DECREE TRAINING

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

Training	Status
Community-Oriented Policing ¹	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	Mid-Level Management session held on April 30. Two-day course for Command-level officers and community members held May 1 – May 2. Train the Trainer sessions held May 14 – May 15.
Internal Affairs	NPD is developing an internal affairs investigations procedural manual in collaboration with DOJ's vendor. It will need to develop training materials based on this manual. DOJ provided draft training materials to the Monitoring Team on July 2.
Property and Evidence Management	NPD needs to develop a procedural manual and training reflecting Consent Decree-compliant practices.

¹ NPD administered Community-Oriented Policing training to its officers prior to completing its Community-Oriented Policing policy.

Appendix F

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	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 ¹	N/A	April 3, 2019 (Effective April 3, 2019)
GO 18-12	First Amendment Right to Observe, Object to, and Record Police Activity ²	N/A	June 12, 2019 (Effective June 12, 2019)

¹ 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.

² 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.

The following chart notes the status of Consent Decree-related policies that have not yet been adopted.

GO#	Subject	Consent Decree Provision	Status
	Internal Affairs: Complaint Intake & Investigation Process	Section XI	Final approval from the Independent Monitor on June 18, 2019.
GO 18-26	Internal Affairs: Disciplinary Process and Matrix	Section XIII	Final approval from the Independent Monitor on February 25, 2019.