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

CONSENT DECREE

Independent Monitor - Seventeenth Quarterly Report

Peter C. Harvey
Independent Monitor
September 21, 2021

TABLE OF CONTENTS

SEVENTEENTH QUARTERLY REPORT
(January 1, 2021 to March 31, 2021)

I.   **EXECUTIVE SUMMARY OF ACTIVITIES OCCURRING DURING THE SEVENTEENTH QUARTER'S OF THE CONSENT DECREE (JANUARY 1, 2021 – MARCH 31, 2021)[1]**

This is Independent Monitor Peter C. Harvey's Seventeenth Quarterly Report on the City of Newark's (the "City") and Newark Police Division's ("NPD") progress with Consent Decree reforms during the period from January 1, 2021 to March 31, 2021. In this Quarterly Report, the Monitoring Team discusses (1) the results of its third survey of NPD officers; (2) progress on its *first* use of force and *first* community-oriented policing audits; and (3) the status of NPD's Internal Affairs reforms.

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

Appendix B provides the status of the Monitoring Team's audits of the City's and NPD's compliance with Consent Decree requirements.

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

II.   **DETAILED STATUS UPDATES**

A.   **Audits**

The Consent Decree instructs that the Independent Monitor will audit NPD's police practices and review NPD police data in aggregate to determine (1) whether NPD has adopted Consent Decree reforms and (2) whether implementation of the Consent Decree is

---

[1] Unless otherwise stated, the City's and NPD's progress with respect to Consent Decree tasks, as described in this Quarterly Report, reflects developments as of March 31, 2021.

1

"resulting in "Constitutional policing that engenders effective cooperation and trust between NPD and the community it serves." Consent Decree ¶¶ 173, 174.

During this audit period, the Monitoring Team continued its audits of NPD's compliance with Consent Decree provisions related to the use of force and community-oriented policing and engagement. The following sections summarize the Monitoring Team's progress with respect to these two audits during this reporting period.

      1.   *First Use of Force Audit*

Section VIII of the Consent Decree requires NPD to, among other things: (1) "develop and implement policies and training directing that the use of force by NPD officers accords with the rights secured and protected by the Constitution and state and federal law;" (2) "develop and implement policies and review mechanisms that will promptly identify and appropriately respond to any unreasonable uses of force;" and (3) "direct that officers use techniques other than force to effect compliance with police orders whenever feasible; use force only when necessary, and in a manner that avoids unnecessary injury to officers and civilians; and deescalate the use of force at the earliest opportunity."

On October 15, 2019, the Monitoring Team issued notice to the Parties to the Consent Decree, the City, NPD, and the United States Department of Justice ("DOJ") (collectively, "the Parties") that it would conduct an audit of NPD's use of force practices to determine whether NPD was complying with the Consent Decree's requirements. Specifically, the Monitoring Team advised that it would review a sample of NPD use of force incidents that occurred from July 1, 2019 through September 30, 2019, to determine if NPD's use of force practices were consistent with the Consent Decree, state and federal law, and NPD's own policies.

From February 13, 2020 through March 11, 2020, the Monitoring Team reviewed NPD records and body-worn camera video footage in-person, at NPD offices. That work was interrupted. On March 20, 2020, in response to public health concerns caused by the COVID-19 pandemic and a declared state of emergency in both the state of New Jersey and the City of Newark, NPD's Public Safety Director requested that the Monitoring Team suspend all in-person activities, including audits. Subsequently, the Monitoring Team requested that NPD make copies of the relevant police records and body-worn camera video footage available to the Monitoring Team on a remote, read-only basis, using secure file sharing technology so that the Monitoring Team could continue its audit work. NPD was not able to fully provide such remote access until January 2021. Accordingly, on March 11, 2021, the Monitoring Team resumed its use of force audit remotely and completed its review of the relevant materials nearly one year after the NPD Police Director requested a suspension of the audit due to the COVID-19 pandemic. As of the date of publication of this report, the Monitoring Team has completed the use of force audit. The audit results were provided in a report to NPD dated June 7, 2021, with instructions that NPD should make the report publicly available pursuant to Consent Decree Paragraphs 20 and 66. The Monitoring Team will comment on the results of this audit during its next Quarterly Report.

2.   *First Community-Oriented Policing Audit*

Section V of the Consent Decree requires that NPD will "engage constructively with the community to promote and strengthen partnerships and to achieve collaborative, ethical, and bias-free policing." This section also requires NPD to "integrate concepts of community and problem-oriented policing into its management, policies and procedures, recruitment, training, personnel evaluations, resource deployment, tactics, and accountability systems to increase cooperation and trust between it and the community."

3

By letter dated March 6, 2020, the Monitoring Team issued notice to the Parties that the Monitoring Team would begin its first audit of NPD's compliance with certain provisions of the Consent Decree relating to Community-Oriented Policing and Engagement, and specifically, Consent Decree Paragraphs 14-21, 24, and 174(e) for the period April 1, 2019, through September 30, 2019. NPD was not able to make the records requested by the Monitoring Team available on a remote basis until September 2020 due to constraints imposed by the severity of the COVID-19 pandemic.

In January 2021, the Monitoring Team concluded its review of the materials. As of the date of publication of this report, the Monitoring Team has completed the *first* Community-Oriented Policing audit, and provided the results in a report to NPD, dated June 7, 2021, with instructions that NPD should make the report publicly available pursuant to Consent Decree Paragraphs 20 and 66. The Monitoring Team will comment on the results of this audit during its next Quarterly Report.

B. NPD Officer Survey

The Monitoring Team has completed its Third Police Officer Survey, which provides data on NPD officer attitudes on a range of issues, including job satisfaction, police-community relations, the potential for within-department bias, and NPD leadership.[2] The Officer Survey allows the Monitoring Team to measure changes in the attitudes among police personnel over the course of the Consent Decree. (*See* Consent Decree Paragraph 23).

---

[2] The Monitoring Team's First Officer Survey is appended to the First Quarterly Report as Appendix D, available at https://www.newarkpdmonitor.com/wpcontent/uploads/2016/06/First-Quarterly-Report.pdf. The Second Officer Survey is appended to the Ninth Quarterly Report as Appendix F, available at https://www.newarkpdmonitor.com/wp-content/uploads/2019/10/Ninth-Quarterly-Report.pdf.

The Third Police Officer Survey was undertaken by the Monitoring Team's Subject Matter Experts ("SMEs") from the Center on Policing at Rutgers University, led by Linda Tartaglia, Director of the Center on Policing, Dr. Wayne Fisher, Dr. Rosalyn Parks, Jacob Koppel and Kathryn Duffy, (the "Rutgers Team"). For the 2021 survey, the Rutgers Team administered the survey electronically using the software program Qualtrics, a web-based survey platform. For past officer surveys conducted by the Monitoring Team in 2017 and 2019, most surveys were administered in person, at NPD offices. Using a web-based survey platform allowed the Monitoring Team to administer the 2021 surveys throughout February 2021 despite restrictions on in-person Monitorship activities due to the COVID-19 pandemic.[3]

The 2021 survey was completed by 544 NPD officers, compared with 493 in 2019 and 1,050 in 2017.[4] As of the date on which the survey closed in February 2021, there were approximately one thousand sworn officers on active duty in the NPD. As described more fully in the NPD Officer Survey Final Report (attached to this Quarterly Report as **Appendix C**), the Rutgers Team made a number of observations from this year's survey responses compared to the first and second officer survey results.

NPD officers responding to the survey in 2021 generally reported lower levels of change in behavior due to potentially being filmed than in 2019. The survey instrument asked officers how much they would change their behavior if bystanders were filming them. Overall, 63.5% of officers in 2021 reported low levels of change in behavior due to potential filming, compared with 55% in 2019. In the 2021 survey, 8.6% of responding officers reported a high

---

[3] As described above, on March 20, 2020 NPD's Public Safety Director requested that the Monitoring Team suspend all in-person activities in response to public health concerns caused by the COVID-19 pandemic.

[4] The Consent Decree was filed with the United States District Court for the District of New Jersey on May 5, 2016. The Operational Date for the Monitoring Team is July 12, 2016.

level of change in behavior, compared with 12.5% in 2019. This development is encouraging as

it suggests that officers' behavior is becoming less influenced by whether, or not, the officer is

being filmed by members of the public while the officer is performing her or his duties.

Additionally, the trend may reflect the growing use by the public of smartphones to record police

activity. It also might reflect officers' increasing comfort with the recognition that they probably

are going to be filmed while on the job. Another possibility is that officers better understand

how to deal with being recorded following NPD's implementation of *General Order 18-12, First

Amendment Right to Observe, Object To, and Record Police Activity*.[5] That General Order

provides officers with guidance about bystanders' rights to record police activity and rules

regarding what officer actions are permissible in those circumstances.

      In each of the three surveys administered by the Monitoring Team, officers with

less experience reported lower levels of within-department bias.[6] In the 2021 survey, 84.6% of

officers with less than two years of experience reported "low" levels of bias, compared to just

48.6% of officers with 2-9 years of experience, and 45.2% of officers with 10 or more years of

experience. In contrast, more than 20% of officers with 2 or more years of experience reported

"high" levels of bias, compared with only 3.8% of officers with less than two years of

experience. The responses in 2021 are consistent with the responses in the surveys administered

in 2017 and 2019 surveys that also reported differences in the perception of bias within NPD

between more experienced and less experienced officers. These observations suggest that

---

[5] *General Order 18-12, First Amendment Right to Observe, Object To, and Record Police Activity* is available at https://www.newarkpdmonitor.com/wp-content/uploads/2019/06/GO-18-12-First-Amendment-Right-to-Observe-Object-to-and-Record-Police-A....pdf

[6] Within-department bias refers to the extent officers believe NPD command staff treats all of its employees the same regardless of race, ethnicity, gender, and sexual orientation.

officers with more seniority perceive bias within the Division at a greater level than newer officers.

Also, with respect to within-department bias, Black officers responding to the 2021 survey reported slightly higher levels of within-department bias than white officers. For example, 23% of Black officers reported "high" levels of bias, compared to 21% of white officers. Separately, 50.5% of white officers reported "low" levels, 46.7% of Black officers reported "low" levels of bias. In 2017, 14.5% of white officers reported "high" levels of bias, compared with 27.4% of Black officers. In 2019, 15.1% of white officers reported "high" levels, compared with 20.9% of Black officers. It is important to note that the relationship between race and the perception of within-department bias among officers has diminished in each successive survey administration.

The level of policing bias reported by responding officers has declined somewhat during the course of the three survey administrations.[7] For example, a larger percentage of officers reported "low" levels of policing bias in the 2021 survey (81.8%) than in the 2019 survey (79%) or 2017 survey (70.5%). As in the previous two surveys, a significant association between race and perceived policing bias is evident in the 2021 survey; however, the level of significance in that association has diminished in each successive survey administration. In 2021, 95% of white officers and 85% of officers who identified as "Other" reported "low" levels of policing bias, while 62.1% of Black officers reported "low" levels of policing bias. With respect to experience, officers with less experience reported lower levels of policing bias than officers with more experience. For instance, 90.9% of officers with less than two years of

---

[7] "Policing bias" refers to any perception by NPD officers that their fellow NPD officers are less respectful or use more force against citizens who are non-white, do not speak English, or are gay, lesbian, bisexual, or transgender.

experience reported "low" levels of bias, compared with 79.8% officers with 10 or more years of experience. Table 1 below summarizes the trend revealed when the surveys are compared year to year.

Table 1: Perceived Policing Bias Across Surveys

Level of Bias	2017 Survey	2019 Survey	2021 Survey
"Low"	70.5%	79%	81.8%
"Medium"	20%	16.5%	13.6%
"High"	10.0%	4.5%	4.6%

NPD officers reported higher levels of community support in the 2021 survey than in the 2019 survey. A substantial majority of officers have reported high or medium levels of community support in each survey administration: 91.8% in 2017; 85.7% in 2019; and 84.9% in 2021, although the number has decreased in each survey. On the other hand, the proportion of responding officers reporting low levels of community support increased in the 2019 and 2021 survey administrations (14.4% and 15.0% respectively) as compared to the level in 2017 (8.2%). It is unclear how these outcomes relate to one another, especially given the changing level of responses over the years.

The Monitoring Team thanks NPD for its cooperation in the administration of the Third Police Officer Survey. We hope the data provided in this survey serves as both a useful guide to NPD as it continues to formulate its internal and community-facing practices and provides insight for community members and other stakeholders into the current daily experiences of NPD officers.

C.   **Internal Affairs**

As previously reported in the Monitoring Team's Sixteenth Quarterly Report (covering the period October 1, 2020 through December 31, 2020), the Monitoring Team and NPD continue to work to complete NPD's first-ever Internal Affairs Standard Operating

Procedural Manual ("IA Manual"). This IA Manual, which is a foundational document for all

modern internal affairs units, is intended to ensure use of best practices in receiving and

investigating complaints against officers.[8] It also is designed to give day-to-day guidance to

internal affairs detectives as they investigate complaints made against NPD personnel. Further,

the IA Manual is intended to complement NPD's Complaint Intake & Investigation Process

policy (*General Order 18-25*). It has been in development since 2018 when DOJ contracted with

a vendor to assist NPD in developing the Manual and associated training. In July 2019, the

vendor provided NPD and the Monitoring Team with a draft manual. The Monitoring Team

reviewed the draft and provided NPD with substantive feedback, some of which was summarized

in the Monitoring Team's Twelfth Quarterly Report.[9] During this reporting period, the

Monitoring Team and NPD continued to work collaboratively to finalize the IA Manual. To that

end, in February 2021, the Monitoring Team shared with NPD additional detailed comments

regarding the descriptions of IA procedures set forth in the IA Manual.

       In addition to its IA Manual, NPD has begun work on its Internal Affairs training.

The training, when complete, will instruct newly assigned NPD investigators on how to properly

investigate complaints lodged against members of the Police Division and serve as a refresher for

seasoned detectives. The training will incorporate aspects of NPD's IA Manual to ensure that

---

[8] For a more detailed discussion on the of the IA Manual's development, please see the Monitor's
Eleventh Quarterly Report, Section III.A (available on the Monitor's website at
https://www.newarkpdmonitor.com/wp-content/uploads/2020/04/Eleventh-Quarterly-Report_4.27.2020-2.pdf).

[9] For a more detailed discussion on the of Monitoring Team's review of the draft IA Manual, please see
the Monitor's Twelfth Quarterly Report, Section II.A (available on the Monitor's website at
https://www.newarkpdmonitor.com/wp-content/uploads/2020/04/Twelfth-Quarterly-Report_4.27.2020-1.pdf).

investigators learn how to conduct investigations in a comprehensive, impartial, and proficient manner.

In February 2021, NPD shared a working draft of its Internal Affairs training materials with the Monitoring Team. Subsequently, the Monitoring Team requested additional materials as part of its review of the draft training. One important component of information requested by the Monitoring Team is an accompanying lesson plan that outlines: (1) instructional goals for the training instructors, (2) the amount of time allotted for discussion of each topic covered in the training, and most importantly, (3) additional details about what the training instructors will convey to training participants. The Monitoring Team also requested additional information regarding the scenarios that officers will be asked to evaluate during their training.

As of the publication of this report, NPD has not provided the Monitoring Team with the requested additional materials. The Monitoring Team will report on the progress of this internal affairs topic in the Eighteenth Quarterly Report.

III.   **APPENDICES**

      A.   **Compliance Chart**

      B.   **Audit Status Chart**

      C.   ***Third* NPD Officer Survey Report**

Appendix A

Consent Decree Compliance and Implementation
(March 30, 2016 to September 21, 2021)

Table of Contents

I. Definitions

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

1. Not Assessed

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

2. Initial Development

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

3. Preliminary Compliance

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

4. Operational Compliance

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

5. Non-Compliance

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

6. **Administrative Compliance**

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

7. **Full Compliance**

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

8. **Effective Date**

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

9. **Operative Date**

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

II. General Officer Training

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement[1]	Status	Discussion
NPD will provide officers at least 40 hours of in-service training each year.	¶ 9	Within two years of the Effective Date (March 30, 2018) and then annually thereafter	Ongoing	Eight hours of community policing training was provided in 2019.
NPD will provide training to officers regarding the requirements of the Consent Decree, and the timeline for their implementation.	¶ 10	Within 90 days of the Operational Date (October 10, 2016)	Preliminary Compliance	See First Quarterly Report, Section IV(B).
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or procedure and that the topic is incorporated into the in-service training required.	¶ 11	Within 60 days after approval of individual policies	N/A	The status for training requirements for each Consent Decree area (e.g., use of force, bias-free policing), are located in those sections of this Chart.
NPD will maintain complete and consistent training records for all officers.	¶ 12	Within two years of the Effective Date (March 30, 2018)[2]	Initial Development	See Sixteenth Quarterly Report, Appendix C.

---

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

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

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

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

2

Community Engagement and Civilian Oversight (including Community Policing) Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will assign two officers to each precinct to work with residents to identify and address communities' priorities, and who are not assigned to answer calls for service except in exigent circumstances.	¶ 16	Pending completion of the assessment required in ¶ 15	Non-Compliance	The First Community-Oriented Policing and Engagement Audit Report will be included in a forthcoming quarterly report.
NPD will implement mechanisms to measure the breadth, extent, and effectiveness of its community partnerships and problem-solving strategies, including officer outreach, particularly outreach to youth.	¶ 17	Within 210 days of the Operational Date (February 7, 2017)	Non-Compliance	The First Community-Oriented Policing and Engagement Audit Report will be included in a forthcoming quarterly report.
NPD will prepare a publicly available report of its community policing efforts overall and in each precinct.	¶ 18	Within 240 days of the Operational Date March 9, 2017	Non-Compliance	The First Community-Oriented Policing and Engagement Audit Report will be included in a forthcoming quarterly report.
NPD and the City will implement practices to seek and respond to input from the community about the Consent Decree's implementation. Such practices may include direct surveys, comment cards and town hall meetings.	¶ 19	Within two years of the Effective Date (March 30, 2018)	Non-Compliance	The First Community-Oriented Policing and Engagement Audit Report will be included in a forthcoming quarterly report.
All NPD studies, analyses, and assessments required by this Agreement will be made publicly available, including on NPD and City websites, in English, Spanish, and Portuguese, to the fullest extent permitted under law.	¶ 20	Within two years of the Effective Date (March 30, 2018)	Non-Compliance	The First Community-Oriented Policing and Engagement Audit Report will be included in a forthcoming quarterly report.

Community Engagement and Civilian Oversight (including Community Policing) Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will implement a policy to collect and maintain all data and records necessary to facilitate transparency and wide public access to information related to NPD policies and practices, as permitted by law.	¶ 21	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Community-Oriented Policing and Engagement Audit Report will be included in a forthcoming quarterly report.
NPD and the City will cooperate with the design and conduct of the Monitor's surveys by, for example, helping to organize focus groups of officers and obtaining and providing previous survey instruments and data. The reports of the baseline and annual surveys will be provided to the Court and be publicly distributed and available on the City's and NPD's websites.	¶ 24	N/A	Non-Compliance	The First Community-Oriented Policing and Engagement Audit Report will be included in a forthcoming quarterly report.

IV. Stops, Searches, and Arrests

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

Stops, Searches, and Arrests Continued

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

Stops, Searches, and Arrests Continued

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

7

V. Bias-Free Policing

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

8

VI. Use of Force

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

Use of Force Continued

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

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will require that officers notify their supervisor as soon as practicable following any reportable use of force.	¶ 76	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
NPD, in consultation with Monitor and DOJ, will categorize force into levels to report, investigate, and review each use of force. The levels will be based on the factors set forth in ¶ 77.	¶ 77	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
NPD will establish a Serious Force Investigation Team ("SFIT") to review Serious Force Incidents, conduct criminal and administrative investigations of Serious Force incidents, and determine whether incidents raise policy, training, tactical, or equipment concerns. Lower or intermediate force incidents will be investigated by line supervisors.	¶ 78	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
Every level of force reporting and review will include the requirements set forth in ¶ 79.	¶ 79	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
Upon arrival at the scene, the supervisor will identify and collect evidence sufficient to establish the material facts related to use of force, where reasonably available.	¶ 80	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.

11

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
All officers who used force above Low Level will provide an oral Use of Force statement in person to the supervisor on the scene prior to the subject's being booked, or released, or the contact otherwise concluded, unless impractical under the circumstances.	¶ 81	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
Pursuant to policy and as necessary to complete a thorough, reliable investigation, supervisors will comply with the requirements of ¶ 82.	¶ 82	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
Supervisors will investigate and evaluate in writing all uses of force for compliance with law and NPD policy, as well as any other relevant concerns.	¶ 83	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
Supervisors' documentation of the investigation and evaluation will be completed within 72 hours of the use of force, unless the supervisor's commanding officer approves an extension.	¶ 84	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
NPD will analyze the data captured in officers' force reports and supervisors' investigative reports on an annual basis to identify significant trends, to correct deficient policies and practices, and to document its findings in an annual report that will be made publicly available pursuant to Section XV of the Consent Decree.	¶ 85	Within two years of the Effective Date and annually thereafter (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
Use of Force Review (¶¶ 86-89)				

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
The chain-of-command supervisor reviewing the investigative report will ensure that the investigation is thorough, complete, and makes the necessary and appropriate findings of whether the use of force was lawful and consistent with policy. Each higher-level supervisor in the chain of command will review the investigative report to ensure that it is complete, the investigation was thorough, and that the findings are supported by a preponderance of the evidence.	¶ 86	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
A supervisor should ensure that additional investigation is completed when it appears that additional relevant and material evidence may assist in resolving inconsistencies or improve the reliability or credibility of the findings.	¶ 87	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
When the precinct or unit commander finds that the investigation is complete and the evidence supports the findings, the investigation file will be forwarded to the Use of Force Review Board.	¶ 88	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
Reporting and Investigation of Serious Force Incidents (¶¶ 90-94)				

13

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
NPD will create a multi-disciplinary Serious Force Investigation Team ("SFIT") to conduct both the criminal and administrative investigations of Serious Force incidents, and to determine whether these incidents raise policy, training, tactical, or equipment concerns. SFIT will operate consistent with ¶¶ 91-94.	¶¶ 90-94	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance	NPD has created an All Force Investigation Team ("AFIT") to address this Consent Decree requirement. The First Use of Force Audit Report will be included in a forthcoming quarterly report.
NPD will develop and implement a SFIT training curriculum and procedural manual. NPD will ensure that officers have received, read and understand their responsibilities pursuant to the General Order establishing the AFIT and General Orders establishing line supervisors' responsibilities to investigate lower and intermediate use of force incidents and that the topic is incorporated into the in-service training required.	¶¶ 11, 90	Within 60 days after approval of policies	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.

Use of Force Continued

Achievement	Consent Decree Paragraph	Consent Decree Deadline for Achievement	Status	Discussion
Use of Force Review Board (¶¶ 95-102)				
NPD will implement a General Order establishing the Use of Force review Board ("UFRB"), ensure that it is staffed consistent with the Consent Decree provisions, and ensure that the responsibilities assigned are consistent with Consent Decree provisions.	¶¶ 95-102	Within two years of the Effective Date (March 30, 2018)	Administrative Compliance[3]	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
NPD's UFRB will conduct timely, comprehensive, and reliable reviews of all Intermediate and Serious Force incidents. The UFRB also will conduct the administrative review of incidents in which the ECPO has completed an investigation pursuant to New Jersey Attorney General Directive 2006-05.	¶¶ 95-102	Ongoing	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
Each member of the UFRB will receive a minimum of eight hours of training on an annual basis, including legal updates regarding use of force and the Training Section's current use of force curriculum.	¶ 97	Within 60 days after approval of policies	Administrative Compliance	The First Use of Force Audit Report will be included in a forthcoming quarterly report.
The NPD will include the civilian oversight entity in the review of completed SFIT investigations, as permitted by law.	¶ 101	Within two years of the Effective Date (March 30, 2018)	Not Assessed	The Monitor will assess this requirement during a future compliance audit.

---

[3] NPD has not yet been able to implement Consent Decree Paragraph 101, which requires the Division to "include the civilian oversight entity in the review of completed SFIT investigations, as permitted by law." That deficiency results not from any failure by NPD, but rather due to ongoing litigation brought by the Fraternal Order of Police (FOP), a Newark police union.

VII. In-Car and Body-Worn Cameras

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

VIII. Theft (including Property and Evidence Management)

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

Theft (including Property and Evidence Management) Continued

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

Theft (including Property and Evidence Management) Continued

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

IX. Internal Affairs: Complaint Intake and Investigation

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

Internal Affairs: Complaint Intake and Investigation Continued

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

Internal Affairs: Complaint Intake and Investigation Continued

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

Internal Affairs: Complaint Intake and Investigation Continued

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

Internal Affairs: Complaint Intake and Investigation Continued

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

Internal Affairs: Complaint Intake and Investigation Continued

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

25

Internal Affairs: Complaint Intake and Investigation Continued

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

X. Compliance Reviews and Integrity Audits

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

XI. Discipline

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

XII. Data Systems Improvement

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

Data Systems Improvement Continued

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

XIII. Transparency and Oversight

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

XIV. Consent Decree Implementation and Enforcement

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

Appendix B

<u>**STATUS OF CONSENT DECREE AUDITS**</u>

Monitoring Team's Seventeenth Quarterly Report — January 1 to March 31, 2021

The following chart notes the status of the Monitoring Team's Consent Decree audits that are either in progress or have been completed.

Audit	Status	Audit Result
Training Records Audited Consent Decree Area(s): Paragraphs 9, 12 and 173	March 15, 2019: 45-day notice is issued for first audit October 15, 2019: First audit report is issued in the Monitor's Tenth Quarterly Report January 16, 2020: 45-day notice issued for second audit January 28, 2021: Second audit report is issued in the Monitor's Fifteenth Quarterly Report	*First* Training Records Audit: **Compliance with Paragraph 12 (Paragraphs 9 and 173 not audited)** *Second* Training Records Audit: **Compliance with Paragraph 173[1] (Paragraphs 9 and 12 not audited)**
Community-Oriented Policing and Engagement Audited Consent Decree Area(s): Paragraphs 14-21, 24, and 174(e)	March 6, 2020: 45-day notice is issued for first audit June 27, 2020: First audit report complete	The Monitoring Team will comment on the results of this audit in the Eighteenth Quarterly Report.
Body-Worn Cameras Audited Consent Decree Area(s): Paragraphs 103 and 104	May 24, 2019: 45-day notice is issued for first audit April 27, 2020: First audit report is issued in the Monitor's Twelfth Quarterly Report February 3, 2020: 45-day notice is issued for second audit The *Second* Body-Worn Camera audit has been delayed due to limitations on in-	*First* Body-Worn Camera Audit: **Non-Compliance**

---

[1] The Monitoring Team concluded that NPD made significant progress implementing recommendations included in the *First* Training Records audit; however, the Monitoring Team was unable to assess compliance with Paragraph 12 during the Second Training Records audit because restrictions on in-person Monitorship activities prevented the Monitoring Team from determining whether training materials, including curricula, lesson plans and related course documents were being properly maintained at the Police Academy. The Monitoring Team's next (third) training records audit will assess compliance with Consent Decree Paragraphs 12 and 173. Additionally, the Monitoring Team's third training records audit will assess whether NPD has trained all relevant personnel with respect to Bias-Free Policing, which was administered after completion of the second training records audit.

Audit	Status	Audit Result
	person monitorship activities and technical limitations of the City and NPD. The Monitoring Team will resume this audit when it is safe to do so per public health guidance or when the City and NPD develop the technologies to allow the Monitoring Team to conduct this audit remotely.	
In-Car Cameras Audited Consent Decree Area(s): Paragraphs 103 and 104	February 3, 2020: 45-day notice is issued for first audit The *First* In-Car Camera audit has been delayed due to limitations on in-person monitorship activities and technical limitations of the City and NPD. The Monitoring Team will resume this audit when it is safe to do so per public health guidance or when the City and NPD develop the technologies to allow the Monitoring Team to conduct this audit remotely.	
Use of Force Audited Consent Decree Area(s): Paragraphs 66-102; 174 (b)	October 15, 2019: 45-day notice is issued for first audit The *First* Use of Force audit was delayed due to limitations on in-person monitorship activities and the City's and NPD's technical limitations to making data available to the Monitoring Team remotely. During this reporting period, the Monitoring Team was able to resume work after NPD implemented a temporary technical solution.[2]	The Monitoring Team will comment on the results of this audit in the Eighteenth Quarterly Report.
Stops Audited Consent Decree Area(s): Paragraphs 25-28, 43, 51-62, 65, 164, 168, and 174 (a), (d), and (e)	January 17, 2020: 45-day notice is issued for first audit The *First* Stop audit has been delayed due to limitations on in-person monitorship activities and technical limitations of the City and NPD. The Monitoring Team will resume this audit when it is safe to do so	

---

[2] As reported in the Monitor's Fourteenth Quarterly Report, after several attempts to use other technologies, NPD decided to save copies of the relevant body-worn camera videos on encrypted, password-protected external drives and provide the drives to the members of the Monitoring Team conducting the audit.

Audit	Status	Audit Result
	per public health guidance or when the City and NPD develop the technologies to allow the Monitoring Team to conduct this audit remotely.	

The following chart notes the remaining Consent Decree audits that the Monitoring Team will begin after in-person monitorship activities resume.

Subject Matter Area	Status
Property	This audit has been delayed due to limitations on in-person monitorship activities. The Monitoring Team will resume this audit when it is safe to do so per public health guidance.
Internal Affairs: Complaint Intake	The Monitoring Team is currently working with NPD on its Internal Affairs Procedural Manual. The Monitoring Team will provide anticipated timing for audits in this area once NPD has completed its Manual and related training.
Internal Affairs: Discipline	Portions of the Discipline audit are linked to the Complaint Intake requirements. The Monitoring Team will provide an anticipated timing for these portions of the Discipline audit once we are able to provide dates for the Complaint Intake audit, as described above.
Search With or Without A Warrant	This audit has been delayed due to limitations on in-person monitorship activities and technical limitations of the City and NPD. The Monitoring Team will resume this audit when it is safe to do so per public health guidance or when the City and NPD develop the technologies to allow the Monitoring Team to conduct this audit remotely.
Arrest With or Without A Warrant	This audit has been delayed due to limitations on in-person monitorship activities and technical limitations of the City and NPD. The Monitoring Team will resume this audit when it is safe to do so per public health guidance or when the City and NPD develop the technologies to allow the Monitoring Team to conduct this audit remotely.
Bias-Free Policing	NPD is currently administering the Bias-Free training. The Monitoring Team will administer this audit after NPD completes training in this subject area.
Supervision, including All Force Investigations Team	The Monitoring Team will administer this audit following the initial completion of audits in other subject areas.

Appendix C

City of Newark Consent Decree Community Assessment

Third Assessment of the Newark Police Division

July 19, 2021

Rutgers University Center on Policing

Table of Contents

List of Tables

Methodology

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

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

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

<div style="text-align:center">

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

</div>

544 NPD officers completed this survey. The present analysis focuses on the attitudes and opinions of these officers, and compares these findings to the results of the 2021 to the 2017 and 2019 analyses.

Identifying Themes

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

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

---

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

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

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

Table 1: Descriptions of Themes

Theme	Description	# of Items
Department Leadership	Represents officers' trust in the department, the clarity of departmental rules, and belief that the department is heading in a positive direction working with the community	7
Within Department Bias	Assesses the extent to which officers believe NPD command staff treats all of its employees the same regardless of race, ethnicity, gender, and sexual orientation	4
Policing Bias	Assesses the extent to which respondents believe police officers in Newark are less respectful or use more force against citizens who are non-white, do not speak English, or are gay, lesbian, bisexual, or transgender	6
Fear of Criticism	Measures the degree to which participants feel community complaints and fear of being unfairly punished impact officer behavior	3
Community Support	Captures how supportive the community is perceived of being to Newark PD	4
Media Scrutiny	Examines whether repeated media coverage questioning police use of force impacts officer behaviors and attitudes towards the job	6
Filmed Encounters	Represents the extent to which officers report reduced aggression or engagement with civilians due to the potential of being filmed or recorded in a police-citizen encounter	3

Results

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

Descriptive Statistics

Officer Personal Background

The average respondent age was 41.6 years, with the largest age group being 40 to 49 years old (N = 138; 32.9 percent). In 2021, 75.3 percent of NPD officers (N = 374) identified as male; 24.7 percent of officers identified as female (N = 123). In terms of racial composition, the majority of officers were White (43.7 percent; N = 215), followed by Black officers (35.8 percent; N = 176), officers of other races (19.5 percent; N = 96), and Asian officers (1 percent; N = 5). Additionally, 42.1 percent of officers identified as Hispanic or Latino (N = 206).

Examining educational attainment, 44.2 percent of the officers have some college experience (N = 219), while 21.2 percent have a high school diploma/GED background (N = 105). Almost 10 percent (9.9 percent; N = 49) have an associate degree and, 20.8 percent of survey participants have a bachelor's degree (N = 103). Finally, 3.6 percent have a master's degree or higher (N = 18). The survey also shows that the majority of the officers are married (N = 249; 50.5 percent), more than half of officers do not live in Newark (63.6 percent; N = 314), and approximately 11 percent (N = 57) have prior military experience.

---

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

5

Table 2: Officer Personal Background Characteristics

Variable	2017		2019		19-21 % Point Change	2021	
Age (Years)	N	%	N	%		N	%
20-29	102	10.1	95	22.6	-6.7	67	15.9
30-39	189	18.8	101	24.0	4.9	121	28.9
40-49	457	45.4	143	34.0	-1.1	138	32.9
50+	258	25.7	81	19.3	2.9	93	22.2
Gender							
Male	795	79.6	383	80.0	-4.7	374	75.3
Female	204	20.4	96	20.0	4.7	123	24.7
Race							
White	371	40	198	45.2	-1.5	215	43.7
Black	356	38.4	154	35.2	0.6	176	35.8
Asian	0	0	3	0.7	0.3	5	1.0
Other	201	21.7	83	18.9	0.6	96	19.5
Ethnicity							
Hispanic/Latino	412	48.3	203	46.8	-4.7	206	42.1
Not Hispanic/Latino	441	51.7	231	53.2	4.7	283	57.9
Education							
High School/GED	262	26.3	60	13.8	7.4	105	21.2
Some College	446	44.7	217	50.0	-5.8	219	44.2
Associate Degree	84	8.4	53	12.2	-2.3	49	9.9
Bachelor's Degree	183	18.3	97	22.4	-1.6	103	20.8
Master's Degree or Higher	23	2.3	7	1.6	2.0	18	3.6
Marital Status							
Married	542	55.1	218	45.8	4.7	249	50.5
Divorced/Separated	117	11.9	44	9.2	0.5	48	9.7
Single	305	31	207	43.5	-7.0	6	36.5
Other	19	1.9	7	1.5	1.7	180	3.2
Residential Status							
Live in Newark	422	42.5	212	44.6	-8.2	180	36.4
Does Not Live in Newark	571	57.5	263	55.4	8.2	314	63.6
Military Experience							
Yes	118	11.8	48	9.9	1.5	57	11.4
No	880	88.2	435	90.1	-1.5	442	88.6

Officer Professional Background

Over half of the officers have more than 15 years of experience as a police officer in general. Specifically, 17.4 percent (N = 83) have 15 to 20 years of experience and 35.3 percent (N = 168) have over 20 years of experience. Just over a quarter of police officers have 0-5 years of experience (26.9 percent; N = 128). Just over 20 percent of officers have between 5 to 15 years of experience in policing; 10.3 percent (N = 49) have 5 to 10 years of policing, and 10.9 percent (N = 52) have 10 to 15 years of police experience.

Relevant to police officer experience in Newark, 50 percent of officers have more than 15 years as a police officer in Newark. Specifically, 33 percent (N = 157) have over 20 years of police experience in Newark and 17.6 percent (N = 84) have 15-20 years as a police officer in Newark. A third of officers have 0 to 5 years of police experience in Newark (33 percent; N = 157). 20 percent of officers have between 5 to 15 years police experience in Newark (9.2 percent; N = 44: 5-10 years of experience; and 11.3 percent; N = 54 with 10-15 years' experience in Newark).

In terms of rank, officers comprised the majority of respondents (55.4 percent; N = 235) followed by detectives (24.8 percent; N = 105), supervisors (17.9 percent; N = 76), and special police officers (1.9 percent; N = 8).

6

Most officers reported patrol as their current assignment (51.7 percent; N = 246), while 25.8 percent indicated investigative (N = 123) and 22.5 percent administrative (N = 107).

When disaggregated by precinct, the two precincts with the largest representation were the 5th and 1st precincts at 27.2 percent (N = 50) and 15.8 percent (N = 29), respectively. The 3rd precinct was a close third at 15.2 percent (N = 28). The shift with the highest number of officers working was the 1st shift (38.1 percent; N = 123) followed by the 2nd shift (32.2 percent; N = 104). 17 percent of officers worked a rotating shift (N = 55) and only 12.7 percent (N = 41) of officers worked the 3rd shift.

Approximately 16 percent of officers (16.4 percent; N = 79) reported ever having discharged their firearm in the line of duty. When reviewing responses on citizen complaints, 40.4 percent (N = 190) indicated that they have had two to five citizen complaints filed against them, whereas 27.2 percent (N = 128) reported 0 complaints, and 16.6 percent (N = 78) reported six or more complaints.[5] Finally, 76.9 percent (N = 369) of officers indicated that they have been the subject of an internal affairs investigation during the course of their career.

---

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

Table 3: Officer Professional Background

Variable	2017		2019		19-21 %	2021	
Police Experience (Years)	N	%	N	%	Point Change	N	%
0 to 5	154	15.6	157	33.4	-6.5	128	26.9
>5 to 10	95	9.6	22	4.7	5.6	49	10.3
>10 to 15	175	17.7	45	9.6	1.3	52	10.9
>15 to 20	259	26.2	87	18.5	-1.1	83	17.4
20+	306	30.9	159	33.8	1.5	168	35.3
Newark Police Exp. (Years)							
0 to 5	160	16.2	162	34.9	-1.9	157	33.0
>5 to 10	93	9.4	22	4.7	4.5	44	9.2
>10 to 15	177	18	45	9.7	1.6	54	11.3
>15 to 20	260	26.4	80	17.2	0.4	84	17.6
20+	296	30	155	33.4	-0.4	157	33.0
Rank							
Officer	507	53.8	265	57.1	-1.7	235	55.4
Detective	237	25.1	98	21.1	3.7	105	24.8
Supervisor	159	16.9	86	18.5	-0.6	76	17.9
Special	40	4.2	15	3.2	-1.3	8	1.9
Current Assignment							
Patrol	447	57.9	224	55.8	-4.1	246	51.7
Investigative	182	23.6	90	22.4	3.4	123	25.8
Administrative	143	18.5	87	21.7	0.8	107	22.5
Precinct							
1st	78	13.2	31	12.6	3.2	29	15.8
2nd	113	19.2	40	16.2	-2.1	26	14.1
3rd	125	21.2	69	27.9	-12.7	28	15.2
4th	92	15.6	23	9.3	1.0	19	10.3
5th	121	20.5	41	16.6	10.6	50	27.2
6th	61	10.3	23	9.3	-3.3	11	6.0
7th	NA	NA	18	7.3	4.1	21	11.4
Other	NA	NA	2	0.8	NA	NA	NA
Shift							
1st	258	30.1	118	31.4	6.7	123	38.1
2nd	335	39.1	141	37.5	-5.3	104	32.2
3rd	133	15.5	66	17.6	-4.9	41	12.7
4th	NA	NA	13	3.5	-3.5	0	0.0
Rotating	130	15.2	38	10.1	6.9	55	17.0
Fired Weapon							
Yes	212	21.4	94	20.1	-3.7	79	16.4
No	780	78.6	374	79.9	3.7	403	83.6
Number of Citizen Complaints							
0	240	25.1	0: 101	22.1	5.1	128	27.2
1-2	513	53.6	1: 82	17.9	-2.2	74	15.7
3+	205	21.4	2-5: 184	40.3	0.1	190	40.4
			6-10: 55	12.0	-3.1	42	8.9
			11+: 35	7.7	0.0	36	7.7
Internal Affairs Investigation							
Yes	717	72.9	347	74.9	1.9	369	76.9
No	267	27.1	116	25.1	-1.9	111	23.1

8

Reasons for Becoming a Police Officer

Respondents were asked to rank the top two reasons why they became a police officer. These results are expressed in two different ways. First, in Table 4, we report the number of officers who indicated a given reason was one of their top two choices in no particular order (e.g. not ranked). Nearly 72 percent of officers (N = 320) indicated "to serve the community" as one of the top two reasons why they became a police officer. The next most frequently selected option was "to protect people from violent criminals" (49.0 percent; N = 218), then "to fight crime" (35.3 percent; N = 157) and "for the steady pay and benefits" (33.9 percent; N = 151).

Officers were prompted to rank two reasons from a list of seven possible choices as to why they became a police officer. The reason most often ranked first was "to serve the community" (44.9 percent; N = 200). The reason most often ranked second was "to protect people from violent criminals" (31.7 percent; N = 141).

To protect people from violent criminals	For the steady pay and benefits	For the power and authority	To serve the community	For the excitement	To fight crime	Other		
434	383	20	733	52	266	58	N	2017 (N=986)
44	38.8	2	74.3	5.3	27	5.9	%	
213	146	1	297	20	180	12	N	2019 (N=474)
44.9	30.8	0.2	62.7	4.2	38.0	2.5	%	
4.1	3.1	0.9	9.3	0.1	-2.7	2.0		% Pt. Change 19-21
218	151	5	320	19	157	20	N	2021 (N=445)
49.0	33.9	1.1	71.9	4.3	35.3	4.5	%	

Table 4: Reasons for Becoming a Police Officer (Unranked Totals)

To protect people from violent criminals	For the steady pay and benefits	For the power and authority	To serve the community	For the excitement	To fight crime	Other			
174	151	1	452	12	78	19	N	1st	2017 (N=881)
19.8	17.1	0.1	51.3	1.4	8.9	2.1	%		
210	194	16	199	34	156	31	N	2nd	
23.8	22.0	1.8	22.6	3.9	17.7	3.5	%		
114	68	1	144	13	63	6	N	1st	2019 (N=409) (N=384)
27.9	16.6	0.2	35.2	3.2	15.4	1.5	%		
81	66	0	121	6	104	6	N	2nd	
21.1	17.2	0.0	31.5	1.6	27.1	1.6	%		
-10.6	-2.5	0.2	9.7	-2.3	4.6	0.8	1st		% Pt. Change 19-21
10.6	2.6	0.7	-4.5	1.8	-11.8	0.7	2nd		
77	63	2	200	4	89	10	N	1st	2021 (N=445)
17.3	14.2	0.4	44.9	0.9	20.0	2.2	%		
141	88	3	120	15	68	10	N	2nd	
31.7	19.8	0.7	27.0	3.4	15.3	2.2	%		

Table 5: Reasons for Becoming a Police Officer (Ranked - Pick 2)

9

Police Priorities

Officers were asked to rank the top three priorities for police from a list of eight options. Table 6 reports the number of officers who indicated an option was a top three priority for law enforcement in no particular order (i.e. not ranked). The most frequently selected priority was "improve the quality of life for all members of the community" (70.0 percent; N = 318) followed by "develop positive relationships with people in neighborhoods I serve" (69.8 percent; N = 317) and "be a role model and/or mentor to youth" (51.8 percent; N = 235). The next most chosen priority of police was "protect the constitutional rights of all citizens" with 49.6 percent (N = 225). Table 7 addresses the same question but reports responses in ranked order. "Improve the quality of life for all members of the community" was ranked as the first and second most frequent reason at 28 percent (N = 127) and 27.5 (N = 125) percent, respectively. Officers ranked "Develop positive relationships with people in the neighborhoods I serve" as the third most frequent reason at 26.7 (N = 121) percent.

Develop positive relationships with people in neighborhoods I serve	Communicate with victims of crime about the status of their case	Improve the quality of life for all members of the community	Protect the constitutional rights of all citizens	Be a role model and/or mentor to youth	Respond to all calls for service quickly	Make arrests and issue summonses	Control the streets		
706	109	762	522	430	257	73	100	N	2017
72.3	11.2	78.1	53.5	44.1	26.3	7.5	10.3	%	(N=976)
301	81	218	217	179	141	139	28	N	2019
65.9	17.7	47.7	47.5	39.2	30.9	30.4	6.1	%	(N=457)
4.0	2.8	22.3	2.1	12.6	-2.9	-26.2	0.0	% Pt. Change 19-21	
317	93	318	225	235	127	19	28	N	2021
69.8	20.5	70.0	49.6	51.8	28.0	4.2	6.2	%	(N=454)

Table 6: Police Priorites (Unranked Totals)

Develop positive relationships with people in neighborhoods I serve	Communicate with victims of crime about the status of their case	Improve the quality of life for all members of the community	Protect the constitutional rights of all citizens	Be a role model and/or mentor to youth	Respond to all calls for service quickly	Make arrests and issue summonses	Control the streets			
219	24	274	226	104	100	13	26	N	1st	
23.3	2.6	29.1	24.0	11.1	10.6	1.4	2.8	%		
274	26	221	170	121	75	22	31	N	2nd	2017
29.1	2.8	23.5	18.1	12.9	8.0	2.3	3.3	%		(N=940)
187	51	239	110	188	172	36	41	N	3rd	
19.9	5.4	25.4	11.7	20.0	18.3	3.8	4.4	%		
65	442	75	60	73	50	58	3	N	1st	
15.3	103.8	17.6	14.1	17.1	11.7	13.6	0.7	%		2019
124	18	62	70	47	40	50	12	N	2nd	1:(N=426)
29.3	4.3	14.7	16.5	11.1	9.5	11.8	2.8	%		2:(N=423)
104	19	73	81	51	45	30	12	N	3rd	3:(N=415)
25.1	4.6	17.6	19.5	12.3	10.8	7.2	2.9	%		
1.7	-100.9	10.4	9.7	1.4	-2.7	-13.6	0.2	1st		% Pt. Change
-3.1	6.1	12.9	-5.8	2.1	-1.3	-11.2	-2.0	2nd		19-21
1.6	2.7	-3.1	-4.5	7.8	-0.1	-3.7	-0.7	3rd		
77	13	127	108	84	41	0	4	N	1st	
17.0	2.9	28.0	23.8	18.5	9.0	0.0	0.9	%		
119	47	125	49	60	37	3	4	N	2nd	2021
26.2	10.4	27.5	10.8	13.2	8.1	0.7	0.9	%		(N=454)
121	33	66	68	91	49	16	10	N	3rd	
26.7	7.3	14.5	15.0	20.0	10.8	3.5	2.2	%		

Table 7: Police Priorities (Ranked - Pick 3)

10

Themes and Officer Characteristics

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

Each key concept is displayed in a table showing the responses of NPD officers by officer characteristic. For ease of interpretation, the response scale was divided into three groups. Specifically, low represents "strongly disagree" and "moderately disagree"; medium represents "slightly disagree" and "slightly agree"; high represents "moderately agree" and "strongly agree." To provide a sense of the importance of the differences, we provide the chi-square statistic (see footnote 4). These results are presented in tables 8 through 14 (for frequency distributions of individual survey items, see Appendix C). For all analyses, Chi-square *p<.05, **p<.01, ***p<.001. The analysis of each theme is structured according to the following sub-sections: Significant observations and other findings, including consistent and inconsistent trends.

Within Department Bias

Table 8: Level of Perceived Within Department Bias by Officer Characteristics

Year:	2017						2019						2019 - 2021			2021					
	Low		Medium		High		Low		Medium		High		% Point Change			Low		Medium		High	
Variable	N	%	N	%	N	%	N	%	N	%	N	%	Low	Med	High	N	%	N	%	N	%
Gender																					
Female	84	42.9	71	36.2	41	20.9	37	44.0	28	33.3	19	22.6	-0.8	3.2	-2.4	45	43.3	38	36.5	21	20.2
Male	380	50.3	238	31.5	137	18.2	211	59.8	89	25.2	53	15.0	-9.3	2.0	7.3	174	50.4	94	27.2	77	22.3
Race ***							*														
Black	107	32.6	131	39.9	90	27.4	69	51.5	37	27.6	28	20.9	-4.8	2.7	2.1	71	46.7	46	30.3	35	23.0
White	201	56.2	105	29.3	52	14.5	112	60.2	46	24.7	28	15.1	-9.7	3.8	5.9	101	50.5	57	28.5	42	21.0
Other	116	59.5	53	27.2	26	13.3	41	53.9	25	32.9	10	13.2	-7.4	-3.3	10.7	41	46.6	26	29.5	21	23.9
Newark Resident **							*														
Yes	222	55.8	111	27.9	65	16.3	128	65.0	44	22.3	25	12.7	-16.2	3.9	12.3	80	48.8	43	26.2	41	25.0
No	238	43.7	195	35.8	112	20.6	117	49.0	76	31.8	46	19.2	-0.5	-0.7	1.2	137	48.4	88	31.1	58	20.5
Police Exp. in Newark ***							**														
Less than 2	83	80.6	13	12.6	7	6.8	46	95.8	0	0.0	2	4.2	-11.2	11.5	-0.3	32	84.6	8	11.5	2	3.8
2 to 9	73	68.9	22	20.8	11	10.4	80	70.2	23	20.2	11	9.6	-21.6	6.6	15.0	56	48.6	32	26.8	33	24.6
10+	309	41.4	274	36.7	163	21.9	115	43.1	93	34.8	59	22.1	2.2	-2.7	0.5	128	45.2	91	32.2	64	22.6
Rank							*														
Below Sgt.	367	48.8	239	31.8	146	19.4	145	57.5	66	26.2	41	16.3	-7.9	2.7	5.2	160	49.7	93	28.9	69	21.4
Sgt. & Above	73	47.4	54	35.1	27	17.5	97	54.2	49	27.4	33	18.4	-7.5	4.6	2.9	52	46.7	38	32.0	27	21.3
Citizen Complaint ***																					
Yes	308	42.9	253	35.2	157	21.9	175	51.3	101	29.6	65	19.1	-7.7	1.8	5.9	143	43.6	103	31.4	82	25.0
No	153	67.1	53	23.3	22	9.7	71	75.5	16	17.0	7	7.4	-14.7	7.1	7.6	73	60.8	29	24.2	18	15.0
Precinct ***																					
1	36	49.3	23	31.5	14	19.2	17	58.6	10	34.5	2	6.9	-12.2	11.9	11.0	14	46.4	10	46.4	5	17.9
2	59	53.6	33	30	18	16.4	22	56.4	9	23.1	8	20.5	1.3	34.6	2.6	14	57.7	5	57.7	6	23.1
3	68	56.7	34	28.3	18	15	41	64.1	17	26.6	6	9.4	-8.1	29.4	-5.4	14	56.0	10	56.0	3	4.0
4	35	40.7	32	37.2	19	22.1	9	50.0	4	22.2	5	27.8	-2.6	25.1	-6.7	9	47.4	6	47.4	4	21.1
5	45	39.1	44	38.3	26	22.6	25	69.4	6	16.7	5	13.9	-33.3	19.5	9.5	18	36.2	19	36.2	15	23.4
6	Na	Na	Na	Na	Na	Na	11	52.4	8	38.1	2	9.5	25.4	39.7	1.6	6	77.8	1	77.8	0	11.1
7	Na	Na	Na	Na	Na	Na	8	44.4	6	33.3	4	22.2	22.2	33.3	-9.7	16	66.7	5	66.7	3	12.5

11

Overall, 48.6 percent of officers (N = 220) perceived low levels of within department bias, 29.4 percent of officers (N = 133) perceived medium levels of within department bias, and 22.1 percent (N = 100) perceived high levels of within department bias.

Significant Results

No officer characteristics were significantly associated with perceived within department bias.

Other Findings

Consistent patterns were observed for the following characteristics:

Race

Black officers reported higher levels of within department bias than White officers. 50.5 percent of White officers reported low levels of within department bias compared to only 46.7 percent of Black officers. 30.3 percent of Black officers reported medium levels of within department bias compared to only 28.5 percent of White officers. 23 percent of Black officers reported high levels of within department bias compared to only 21 percent of White officers.

Newark Policing Experience

Officers with less experience reported lower levels of within department bias. 84.6 percent of officers with less than 2 years of experience reported low levels of within department bias compared to only 48.6 percent of officers with 2-9 years of experience and 45.2 percent of officers with 10 or more years of experience. 32.2 percent of officers with 10 or more years of experience and 26.8 percent of officers with 2-9 years of experience reported medium levels of within department bias compared to only 11.5 percent of officers with less than 2 years of experience. 24.6 percent of officers with 2-9 years of experience and 22.6 percent of officers with 10 or more years of experience reported high levels of within department bias compared to only 3.8 percent of officers with less than 2 years of experience.

Citizen Complaints

Officers without a history of citizen complaints reported lower levels of within department bias than those with a history of citizen complaints. 60.8 percent of officers without a history of citizen complaints report low levels of within department bias compared to 43.6 percent of officers with a history of citizen complaints. 31.4 percent of officers with a history of citizen complaints reported medium levels of within department bias compared to only 24.2 percent of officers without a history of citizen complaints. 25 percent of officers with a history of citizen complaints reported a high level of within department bias compared to only 15 percent of officers without a history of citizen complaints.

Precinct

Precinct 5 contained the lowest percentage of officers who reported low levels of within department bias (36.2 percent) and the highest percentage of officers who reported high levels of within department bias (23.4 percent).

Comparisons Between 2017 and 2021

Officers who responded to the 2021 survey reported about the same levels of within department bias compared to the officers who responded in 2017.

- Female officers reporting high levels of within department bias decreased while male officers increased.
- Black officers reporting high levels of within department bias decreased while White officers increased.
- Newark residents reporting high levels of within department bias increased while non-Newark residents stayed about the same.
- Officers with 2-9 years of experience reporting high levels of within department bias increased while officers with less than 2 years of experience decreased and officers with more than 10 years of experience stayed about the same.
- Regardless of rank, officers reporting high levels of within department bias increased about the same.
- Officers without a history of citizen complaints reporting low levels of within department bias decreased while officers with a history of citizen complaints increased.

12

Officers who responded to the 2021 survey reported higher levels of within department bias compared to officers who responded in 2019.

- Female officers reporting high levels of within department bias decreased while male officers reporting high levels of within department bias increased.
- Black officers reporting high levels of within department bias increased less than White officers.
- Newark residents reporting high levels of within department bias increased while non-Newark residents stayed about the same.
- Officers with 2-9 years of experience reporting high levels of within department bias increased, while officers with less than 2 years of experience decreased, and officers with more than 10 years of experience stayed about the same.
- Regardless of rank, officers reporting high levels of within department bias increased about the same.
- Regardless of history of citizen complaints, officers reporting high levels of within department bias increased about the same.

Policing Bias

Table 9: Level of Perceived Policing Bias by Officer Characteristics

Year:	2017						2019						2019 - 2021			2021					
	Low		Medium		High		Low		Medium		High		% Point Change			Low		Medium		High	
Variable	N	%	N	%	N	%	N	%	N	%	N	%	Low	Med	High	N	%	N	%	N	%
Gender **																					
Female	119	60.4	55	27.9	23	11.7	60	71.4	19	22.6	5	6.0	1.4	-0.9	-0.5	67	72.8	20	21.7	5	5.4
Male	561	72.2	138	17.8	78	10	269	81.3	49	14.8	13	3.9	2.9	-3.4	0.5	266	84.2	36	11.4	14	4.4
Race ***							**									*					
Black	156	45.6	109	31.9	77	22.5	76	58.0	42	32.1	13	9.9	4.1	-3.5	-0.6	87	62.1	40	28.6	13	9.3
White	305	83.8	47	12.9	12	3.3	166	94.3	8	4.5	2	1.1	0.7	-0.7	0.0	172	95.0	7	3.9	2	1.1
Other	161	81.7	28	14.2	8	4.1	59	84.3	11	15.7	0	0.0	0.7	-4.5	3.8	68	85.0	9	11.3	3	3.8
Newark Resident																					
Yes	297	72.3	72	17.5	42	10.2	152	75.2	38	18.8	12	5.9	2.8	-1.7	-1.1	114	78.1	25	17.1	7	4.8
No	378	68	121	21.8	57	10.3	179	83.6	28	13.1	7	3.3	0.3	-1.6	1.3	219	83.9	30	11.5	12	4.6
Police Exp. in Newark ***							***														
Less than 2	93	89.4	6	5.8	5	4.8	41	93.2	3	6.8	0	0.0	-2.3	2.3	0.0	30	90.9	3	9.1	0	0.0
2 to 9	90	82.6	12	11	7	6.4	90	89.1	9	8.9	2	2.0	-3.7	2.9	0.7	94	85.5	13	11.8	3	2.7
10+	499	65.3	176	23	89	11.7	193	73.7	52	19.8	17	6.5	6.2	-5.8	-0.4	210	79.8	37	14.1	16	6.1
Rank																					
Below Sgt.	546	71.5	144	18.9	74	9.7	193	80.8	37	15.5	9	3.8	1.2	-1.5	0.3	240	81.9	41	14.0	12	4.1
Sgt. & Above	105	66	38	23.9	16	10.1	131	77.1	30	17.6	9	5.3	4.4	-5.6	1.2	88	81.5	13	12.0	7	6.5
Citizen Complaint *																					
Yes	500	68.3	159	21.7	73	10	246	76.9	55	17.2	19	5.9	3.5	-3.1	-0.4	246	80.4	43	14.1	17	5.6
No	177	75.3	30	12.8	28	11.9	79	85.9	13	14.1	0	0.0	0.5	-2.5	1.9	89	86.4	12	11.7	2	1.9
Precinct																					
1	59	77.6	7	9.2	10	13.2	23	82.1	5	17.9	0	0.0	2.5	-2.5	0.0	22	84.6	4	15.4	0	0.0
2	89	80.9	17	15.5	4	3.6	31	81.6	7	18.4	0	0.0	0.2	-4.8	4.5	18	81.8	3	13.6	1	4.5
3	91	74.6	19	15.6	12	9.8	51	81.0	9	14.3	3	4.8	10.0	-5.2	-4.8	20	90.9	2	9.1	0	0.0
4	60	65.9	21	23.1	10	11	12	66.7	2	11.1	4	22.2	21.6	0.7	-22.2	15	88.2	2	11.8	0	0.0
5	83	69.8	23	19.3	13	10.9	25	78.1	7	21.9	0	0.0	8.2	-8.2	0.0	38	86.4	6	13.6	0	0.0
6	Na	Na	Na	Na	Na	Na	20	90.9	2	9.1	0	0.0	-24.2	13.1	11.1	6	66.7	2	22.2	1	11.1
7	Na	Na	Na	Na	Na	Na	12	85.7	2	14.3	0	0.0	-0.7	-4.3	5.0	17	85.0	2	10.0	1	5.0

Overall, 81.8 percent of officers (N = 337) reported low levels of policing bias by NPD. Almost 13.6 percent of officers (N = 56) indicated there is a medium level of bias in NPD policing practices and only 4.6 percent (N = 19) suggested policing bias is high.

Significant results

Gender and race were the only officer characteristics significantly associated with perceived policing bias.

Gender

Female officers reported higher levels bias than male officers. 84.2 percent of male officers reported low levels of perceived policing bias compared to only 72.8 percent of female officers. 21.7 percent of female officers reported medium levels of perceived policing bias compared to 11.4 percent of male officers. 5.4 percent of female officers reported high levels of perceived policing bias compared to 4.4 percent of male officers.

Race

Black officers reported higher levels of policing bias than White officers. 95 percent of White officers reported low levels of policing bias compared to only 62.1 percent of Black officers. 28.6 percent of Black officers reported

14

medium levels of bias compared to only 3.9 percent of White officers. 9.3 percent of Black officers reported high levels of bias compared to only 1.1 percent of White officers.

Other Findings

Consistent patterns were observed for the following characteristics:

Newark Residency

Officers who were Newark residents reported higher levels of policing bias than non-Newark residents. 83.9 percent of non-Newark residents reported low levels of policing bias compared to only 78.1 percent of Newark residents. 17.1 percent of Newark residents reported medium levels of policing bias compared to only 11.5 percent of non-Newark residents. 4.8 percent of Newark residents reported high levels of bias compared to 4.6 percent of non-Newark residents.

Newark Policing Experience

Officers with less experience reported lower levels of policing bias. 90.9 percent of officers with less than 2 years of experience reported low levels of policing bias compared to only 85.5 percent of officers with 2-9 years of experience and 79.8 percent of officers with 10 or more years of experience. 14.1 percent of officers with 10 or more years of experience and 11.8 percent of officers with 2-9 years of experience reported medium levels of policing bias compared to only 9.1 percent of officers with less than 2 years of experience. 6.1 percent of officers with more than 10 years of experience and 2.7 percent of officers with 2-9 years of experience reported high levels of policing bias compared to no officers with less than 2 years of experience.

Rank

Higher ranking officers (Sergeant and above) reported lower levels of policing bias than lower ranking officers (below Sergeant). 6.5 percent of officers ranked Sgt. or above reported high levels of policing bias compared to only 4.1 percent of officers ranked below Sgt. 14 percent of officers ranked below Sgt. reported medium levels of policing bias compared to only 12 percent of officers ranked Sgt. or above. 81.9 percent of officers ranked below Sgt. Reported low levels of policing bias compared to 81.5 percent of officers ranked Sgt. or above.

Citizen Complaints

Officers without a history of citizen complaints reported lower levels of policing bias than those with a history of citizen complaints. 86.4 percent of officers without a history of citizen complaints reported lower levels of policing bias compared to 80.4 percent of officers with a history of citizen complaints. 14.1 percent of officers with a history of citizen complaints reported medium levels of policing bias compared to only 11.7 percent of officers without a history of citizen complaints. 5.6 percent of officers with a history of citizen complaints reported higher levels of policing bias compared to only 1.9 percent of officers without a history of citizen complaints.

Comparisons Between 2017 and 2021

Officers who responded to the survey in 2021 reported lower levels of policing bias than officers who responded in 2017.

- Regardless of gender, officers reporting high levels of policing bias decreased about the same.
- Black officers reporting low levels of policing bias increased more than White officers.
- Non-Newark residents reporting low levels of policing bias increased more than Newark residents.
- Officers with more than 10 years of experience reporting low levels of policing bias increased more than officers with 2-9 years of experience and less than 2 years of experience.
- Officers ranked Sgt. and above reporting low levels of policing bias increased more than officers ranked below Sgt.
- Officers without a history of citizen complaints reporting high levels of policing bias decreased more than officers with a history of citizen complaints.

Comparisons Between 2019 and 2021

Officers who responded to the survey in 2021 reported lower levels of policing bias than officers who responded in 2019.

15

- Regardless of gender, officers reporting high levels of policing bias decreased about the same.
- Black officers reporting low levels of policing bias increased more than White officers.
- Newark residents reporting low levels of policing bias increased more than non-Newark residents.
- Officers with more than 10 years of experience reporting low levels of policing bias increased while officers with 2-9 years of experience and less than 2 years of experience decreased.
- Officers ranked Sgt. and above reporting low levels of policing bias increased more than officers ranked below Sgt.
- Officers with a history of citizen complaints reporting low levels of policing bias increased more than officers without a history of citizen complaints.

Department Leadership

Table 10: Level of Perceived Department Leadership by Officer Characteristics

Year:	2017						2019						2019 - 2021			2021					
Variable	Low		Medium		High		Low		Medium		High		% Point Change			Low		Medium		High	
	N	%	N	%	N	%	N	%	N	%	N	%	Low	Med	High	N	%	N	%	N	%
Gender				*																	
Female	4	2.2	60	33.3	116	64.4	2	4.2	20	41.7	26	54.2	0.6	-4.8	4.2	4	4.8	31	36.9	49	58.3
Male	16	2.2	259	34.8	469	63	4	2.1	81	41.8	109	56.2	4.7	-1.6	-3.1	20	6.8	118	40.1	156	53.1
Race																					
Black	8	2.5	115	35.8	198	61.7	2	2.4	30	36.6	50	61.0	1.5	-6.1	4.6	5	3.9	39	30.5	84	65.6
White	9	2.6	117	33.6	222	63.8	4	4.4	45	49.5	42	46.2	2.8	-6.9	4.1	12	7.2	71	42.5	84	50.3
Other	2	1.1	65	34.6	121	34.4	0	0.0	18	43.9	23	56.1	9.1	4.1	-13.2	7	9.1	37	48.1	33	42.9
Newark Resident																					
Yes	11	2.8	94	24	287	73.2	4	3.2	41	33.1	79	63.7	6.3	6.4	-12.6	13	9.5	54	39.4	70	51.1
No	8	1.5	223	42.4	195	56.1	2	1.7	62	52.1	55	46.2	2.9	-12.5	9.6	11	4.6	95	39.6	134	55.8
Police Exp. in Newark																					
Less than 2	0	0	11	11.2	87	88.8	0	0.0	10	27.0	27	73.0	3.1	-2.0	-1.1	1	3.1	8	25	23	71.9
2 to 9	1	1	24	23.1	79	76	1	1.5	26	39.4	45	60.0	10.7	4.0	-15.7	13	12.3	46	43.4	47	44.3
10+	20	2.8	285	39.3	421	58	5	3.8	63	48.1	173	51.2	0.4	-8.2	4.7	10	4.2	95	39.9	133	55.9
Rank																					
Below Sgt.	18	2.5	244	33.4	468	64.1	3	1.8	73	44.5	88	53.7	5.8	-8.1	2.3	21	7.6	100	36.4	154	56.0
Sgt. & Above	2	0.7	60	41.1	85	58.2	3	4.1	27	37.0	43	58.9	-1.1	12.0	-10.9	3	3.0	49	49	48	48.0
Citizen Complaint																					
Yes	18	2.6	271	38.4	416	59	5	2.8	82	45.8	92	51.4	4.3	-3.5	-0.9	20	7.1	119	42.3	142	50.5
No	2	0.9	47	21.6	169	77.5	1	1.7	17	28.8	41	69.5	2.4	4.2	-6.6	4	4.1	32	33	61	62.9
Precinct																					
1	2	2.8	33	45.8	37	51.4	1	4.3	8	34.8	14	60.9	-0.2	2.7	-2.5	1	4.2	9	37.5	14	58.3
2	2	1.9	34	32.7	68	65.4	0	0.0	15	60.0	10	40.0	8.3	-26.7	18.3	2	8.3	8	33.3	14	58.3
3	3	2.5	39	33.1	76	64.4	1	2.0	23	45.1	27	52.9	-2.0	12.0	-10.1	0	0.0	12	57.1	9	42.9
4	2	2.3	30	33.7	57	64	0	0.0	2	20.0	8	80.0	17.6	15.3	-32.9	3	17.6	6	35.3	8	47.1
5	4	3.5	38	33.3	72	63.2	1	5.0	7	35.0	12	60.0	6.6	9.2	-15.8	5	11.6	19	44.2	19	44.2
6	Na	Na	Na	Na	Na	Na	0	0.0	7	50.0	7	50.0	0.0	-38.9	38.9	0	0.0	1	11.1	8	88.9
7	Na	Na	Na	Na	Na	Na	0	0.0	3	37.5	5	62.5	9.5	-8.9	-0.6	2	9.5	6	28.6	13	61.9

Overall, the majority of officers (53.9 percent) rated department leadership of NPD as high (N = 205), followed by medium (39.8 percent; N = 151). Only 6.3 percent (N = 24) rated department leadership as low.

Significant Results
No officer characteristics were significantly associated with perceived department leadership.

Other Findings
Consistent patterns were observed for the following characteristics:

Gender
Female officers reported higher levels of department leadership than male officers. 58.3 percent of female officers reported high levels of department leadership compared to only 53.1 percent of males. 36.9 percent of female officers reported medium levels of department leadership compared to 40 percent of males. 6.8 percent of male officers reported low levels of department leadership compared to only 4.8 percent of females.

17

Race

Black officers reported higher levels of department leadership than White officers. 65.6 percent of Black officers reported high levels of department leadership compared to only 50.3 percent of White officers. 42.5 percent of White officers reported medium levels of department leadership compared to only 30.5 percent of Black officers. 7.2 percent of White officers reported low levels of department leadership compared to only 3.9 percent of Black officers.

Newark Residency

Officers residing in Newark reported lower levels of department leadership than non-Newark residents. 55.8 percent of non-Newark residents reported high levels of department leadership compared to only 51.1 percent of Newark residents. 39.4 percent of Newark residents reported medium levels of department leadership compared to 39.6 percent of non-Newark residents. 9.5 percent of Newark residents reported low levels of department leadership compared to only 4.6 percent of non-Newark residents.

Newark Policing Experience

Officers with less experience policing in Newark reported higher levels of department leadership. 71.9 percent of officers with less than 2 years of experience in Newark reported high levels of department leadership compared to only 44.3 percent of officers with 2-9 years of experience and 55.9 percent of officers with 10 or more years of experience. 43.4 percent of officers with 2-9 years of experience reported medium levels of department leadership compared to 39.9 percent of officers with 10 or more years of experience, and only 25 percent of officers with less than 2 years of experience. 12.3 percent of officers with 2-9 years of experience in Newark reported low levels of department leadership compared to only 4.2 percent of officers with 10 or more years of experience and 3.1 percent of officers with less than 2 years of experience.

Rank

Officers ranked below Sergeant reported higher levels of department leadership than officers ranked Sergeant or above. 56 percent of officers ranked below Sgt. reported high levels of department leadership compared to officers ranked Sgt. or above. 49 percent officers ranked Sgt. or above reported medium levels of department leadership compared to only 36.4 percent of officers ranked below Sgt. 7.6 percent of officers ranked below Sgt. reported low levels of department leadership compared to only 3 percent of officers ranked Sgt. or above.

Citizen Complaints

Officers without a history of citizen complaints reported higher levels of department leadership than officers with a history of citizen complaints. 62.9 percent of officers without a history of citizen complaints reported high levels of department leadership compared to only 50.5 percent of officers with a history of citizen complaints. 42.3 percent of officers with a history of citizen complaints reported medium levels of department leadership compared to only 33 percent of officers without a history of citizen complaints. 7.1 percent of officers with a history of citizen complaints reported low levels of department leadership compared to only 4.1 percent of officers without a history of citizen complaints.

Comparisons Between 2017 and 2021

Officers who responded to the survey in 2021 reported lower of levels of department leadership than officers who responded in 2017.

- Male officers reporting high levels of department leadership decreased more than female officers.
- White officers reporting high levels of department leadership decreased while Black officers increased.
- Newark residents reporting high levels of department leadership decreased while non-Newark residents stayed about the same.
- Officers with 2-9 years of experience reporting high levels of department leadership decreased more than officers with less than 2 years of experience, and officers with 10 or more years of experience.
- Officers ranked Sgt. and above reporting high levels of department leadership decreased more than officers ranked below Sgt.

- Officers without a history of citizen complaints reporting high levels of department leadership decreased more than officers with a history of citizen complaints.

Comparisons Between 2019 and 2021

Officers who responded to the survey in 2021 reported lower levels of department leadership than officers who responded in 2019.

- Male officers reporting high levels of department leadership decreased while female officers increased.
- Regardless of race, officers reporting high levels of department leadership increased.
- Newark residents reporting high levels of department leadership decreased while non-Newark residents increased.
- Officers with 10 or more years of experience reporting high levels of department leadership increased while officers with less than 2 years of experience and 2-9 years of experience decreased.
- Officers ranked Sgt. or above reporting high levels of department leadership decreased while officers ranked below Sgt. increased.
- Officers without a history of citizen complaints decreased more than officers with a history of citizen complaints.

19

Community Support

Table 11: Level of Perceived Community Support by Officer Characteristics

Year:	2017						2019						2019 - 2021			2021					
Variable	Low		Medium		High		Low		Medium		High		% Point Change			Low		Medium		High	
	N	%	N	%	N	%	N	%	N	%	N	%	Low	Med	High	N	%	N	%	N	%
Gender				*																	
Female	22	11.3	117	60.3	55	28.4	11	13.9	48	60.8	20	25.3	-7.1	-0.5	7.6	6	6.8	53	60.2	29	33.0
Male	55	7.1	443	57.2	277	35.7	47	14.6	178	55.1	98	30.3	2.3	-6.4	4.1	52	16.9	150	48.7	106	34.4
Race																					
Black	23	6.8	206	60.6	111	32.7	11	8.8	75	60.0	39	31.2	2.0	-11.8	9.8	15	10.8	67	48.2	57	41.0
White	31	8.5	218	60.1	114	31.4	33	19.1	90	52.0	50	28.9	-5.6	3.5	2.1	23	13.5	95	55.6	53	31.0
Other	16	8.2	103	52.8	76	39	9	13.2	42	61.8	17	25.0	9.8	-11.8	1.9	18	23.1	39	50.0	21	26.9
Newark Resident				***																	
Yes	34	8.3	204	49.8	172	42	27	15.5	95	54.6	52	29.9	1.3	-5.6	4.4	24	16.8	70	49.0	49	34.3
No	44	8	352	63.8	156	28.3	30	13.2	133	58.3	65	28.5	0.8	-6.1	5.4	35	13.9	131	52.2	85	33.9
Police Exp. in Newark				**															**		
Less than 2	9	8.8	42	41.2	51	50	5	11.6	25	58.1	13	30.2	-2.0	-6.5	8.5	3	9.7	16	51.6	12	38.7
2 to 9	10	9.3	59	54.6	39	36.1	23	23.5	48	49.0	27	27.6	2.7	0.5	-3.3	27	26.2	51	49.5	25	24.3
10+	61	8	461	60.3	242	31.7	31	12.1	149	58.2	76	29.7	-0.9	-7.2	8.2	29	11.2	132	51.0	98	37.8
Rank																					
Below Sgt.	64	8.4	435	56.9	265	34.7	37	16.1	125	54.3	68	29.6	1.2	-4.3	3.2	49	17.3	142	50.0	93	32.7
Sgt. & Above	11	7.1	97	63	46	29.9	22	13.1	97	57.7	49	29.2	-3.5	-6.8	10.3	10	9.6	53	51.0	41	39.4
Citizen Complaint																					
Yes	59	8.1	448	61.3	224	30.6	49	15.8	177	57.1	84	27.1	-0.6	-4.4	5.0	46	15.2	159	52.6	97	32.1
No	20	8.6	97	46.6	105	44.9	9	10.1	50	56.2	30	33.7	3.9	-9.9	6.1	13	14.0	43	46.2	37	39.8
Precinct				**															*		
1	6	7.9	42	55.3	28	36.8	6	22.2	14	51.9	7	25.9	-13.5	-17.1	30.6	2	8.7	8	34.8	13	56.5
2	3	2.7	66	58.4	44	38.9	6	16.2	22	59.5	9	24.3	-3.7	-5.3	9.0	3	12.5	13	54.2	8	33.3
3	5	4.1	63	52.1	53	43.8	8	12.9	32	51.6	22	35.5	-3.8	16.6	-12.8	2	9.1	15	68.2	5	22.7
4	13	14.1	48	52.2	31	33.7	2	11.8	10	58.8	5	29.4	25.7	-8.8	-16.9	6	37.5	8	50.0	2	12.5
5	10	8.5	79	67	29	24.6	5	16.1	15	48.4	11	35.5	19.4	-8.4	-11.0	16	35.6	18	40.0	11	24.4
6	Na	Na	Na	Na	Na	Na	3	13.6	13	59.1	6	27.3	-1.1	-21.6	22.7	1	12.5	3	37.5	4	50.0
7	Na	Na	Na	Na	Na	Na	2	16.7	6	50.0	4	33.3	0.0	16.7	-16.7	3	16.7	12	66.7	3	16.7

Overall, the majority of officers (51.1 percent) rated community support for NPD as medium (N = 204), followed by high (33.8 percent; N = 135) and low (15 percent; N = 60).

Significant Results

Years of Newark policing experience and precinct were the only officer characteristics significantly associated with community support.

Newark Policing Experience

Officers with less than 2 years of experience and those with more than 10 years of experience reported higher levels of community support than officers with 2-9 years of experience. 38.7 percent of officers with less than 2 years of experience and 37.8 percent of officers with 10 or more years of experience reported high levels of community support compared to only 24.3 percent of officers with 2-9 years of experience. 51.6 percent of officers with less than 2 years of experience and 51 percent of officers with more than 10 years of experience reported medium levels of community support compared to 49.5 percent of officers with 2 to 9 years of experience. 26.2 percent of officers with 2-9 years of experience reported low levels of community support compared to only 9.7 percent of officers with less than 2 years of experience and 11.2 percent of officers with 10 or more years of experience.

20

Precinct

Precinct 1 contained the highest percentage of officers who reported high levels of community support (56.5 percent) and the lowest percentage of officers who reported low levels of community support (8.7 percent). Precinct 4 contained the highest percentage of officers who reported low levels of community support (37.7 percent) and the lowest percentage of officers who reported high levels of community support (12.5 percent).

Other Findings

Consistent patterns were observed for the following characteristics:

Race

Black officers reported higher levels of community support than White officers. 41 percent of Black officers reported high levels of community support compared to only 31 percent of White officers. 55.6 percent of White officers reported medium levels of community support compared to only 48.2 percent of Black officers. 13.5 percent of White officers reported low levels of community support compared to only 10.8 percent of Black officers.

Rank

Higher ranking officers (Sergeant and above) reported higher levels of community support than lower ranking officers (below Sergeant). 17.3 percent of officers ranked below Sgt. reported low levels of community support compared to only 9.6 percent of officers ranked Sgt. or above. 50 percent of officers ranked below Sgt. reported medium levels of community support compared to 51 percent of officers ranked Sgt. or above. 39.4 percent of officers ranked Sgt. or above reported high levels of community support compared to only 32.7 percent of officers ranked below Sgt.

Citizen Complaints

Officers without a history of complaints reported higher levels of community support than officers with a history of citizen complaints. 39.8 percent of officers without a history of citizen complaints reported high levels of community support compared to only 32.1 percent of officers with a history of citizen complaints. 52.6 percent of officers with a history of citizen complaints reported medium levels of community support compared to 46.2 percent of officers without a history of citizen complaints. 15.2 percent of officers with a history of citizen complaints reported low levels of community support compared to only 14 percent of officers without a history of citizen complaints.

Comparisons Between 2017 and 2021

Officers who responded to the survey in 2021 reported lower levels of community than officers who responded in 2017.

- Male officers reporting low levels of community support increased while female officers reporting high levels of community support increased.
- Black officers reporting medium levels of community support decreased; Black officers reporting high and low levels of community supported increased. White officers reporting low levels of community support increased.
- Non-Newark residents reporting high levels of community support increased while Newark residents reporting high levels of community support decreased.
- Officers reporting high levels of community support with less than 2 years and 2-9 years of experience decreased while officers with 10 or more years of experience increased.
- Officers ranked Sgt. or above reporting high levels of community support increased while officers ranked Sgt. or below decreased.
- Officers without a history of citizen complaints reporting high levels of community support decreased while officers with a history of citizen complaints reporting high levels of community support increased.

Comparisons Between 2019 and 2021

Officers who responded to the survey in 2021 reported higher levels of community support than officers who responded in 2019.

- Female officers reporting high levels of community support increased more than male officers.

21

- Black officers reporting high levels of community support increased more than White officers.
- Regardless of Newark residency, officers reporting high levels of community support increased about the same.
- Officers with more than 10 years of experience and less than 2 years of experience reporting high levels of community support increased, while officers with 2-9 years of experience decreased.
- Officers ranked Sgt. and above reporting high levels of community support increased more than officers ranked below Sgt.
- Regardless of history of citizen complaints, officers reporting high levels of community support increased about the same.

Fear of Criticism

Table 12: Level of Fear of Criticism by Officer Characteristics

Year:	2017						2019						2019 - 2021			2021					
Variable	Low		Medium		High		Low		Medium		High		% Point Change			Low		Medium		High	
	N	%	N	%	N	%	N	%	N	%	N	%	Low	Md	High	N	%	N	%	N	%
Gender																					
Female	12	6.1	68	34.5	117	59.4	11	12.9	31	36.5	43	50.6	-2.0	6.4	-4.4	10	11.0	39	42.9	42	46.2
Male	54	7	229	29.7	488	63.3	19	5.6	154	45.2	168	49.3	4.5	-3.0	-1.5	32	10.1	134	42.1	152	47.8
Race																					
Black	21	6.2	103	30.5	214	63.3	10	7.5	63	47.0	61	45.5	6.8	-4.2	-2.7	20	14.3	60	42.9	60	42.9
White	23	6.4	120	33.2	218	60.4	13	7.1	72	39.6	97	53.3	0.5	1.1	-1.6	14	7.7	74	40.7	94	51.6
Other	19	9.6	55	27.8	124	62.6	6	8.3	34	47.2	32	44.4	1.5	-2.8	1.2	8	9.9	36	44.4	37	45.7
Newark Resident																					
Yes	36	8.9	126	31	244	60.1	16	8.6	88	47.1	83	44.4	1.1	-4.3	3.2	14	9.7	62	42.8	69	47.6
No	29	5.2	169	30.3	359	64.5	14	5.9	100	41.8	125	52.3	4.4	0.0	-4.4	27	10.3	110	41.8	126	47.9
Police Exp. in Newark **																		**			
Less than 2	16	15.5	28	27.2	59	57.3	2	4.5	27	61.4	15	34.1	1.7	-17.6	15.9	2	6.3	14	43.8	16	50.0
2 to 9	8	7.5	36	33.6	63	58.9	8	7.7	38	36.5	58	55.8	-4.1	1.3	2.8	4	3.6	42	37.8	65	58.6
10+	43	5.6	236	30.9	486	63.5	19	7.0	116	43.0	135	50.0	5.8	0.8	-6.6	34	12.8	116	43.8	115	43.4
Rank																					
Below Sgt.	55	7.2	236	31	471	61.8	18	7.4	107	43.9	119	48.8	2.9	-1.7	-1.2	30	10.3	123	42.1	139	47.6
Sgt. & Above	6	3.9	45	29	104	67.1	10	5.7	73	42.0	91	52.3	4.3	1.7	-5.9	11	10.0	48	43.6	51	46.4
Citizen Complaint **							**														
Yes	40	5.5	216	29.4	478	65.1	19	5.8	135	41.2	174	53.0	2.7	-0.4	-2.2	26	8.5	125	40.7	156	50.8
No	27	11.7	80	34.6	124	53.7	10	10.8	49	52.7	34	36.6	4.8	-8.0	3.2	16	15.5	46	44.7	41	39.8
Precinct																					
1	7	9.1	22	28.6	48	62.3	0	0.0	14	48.3	15	51.7	15.4	-9.8	-5.6	4	15.4	10	38.5	12	46.2
2	4	3.7	36	33.3	68	63	1	2.6	21	55.3	16	42.1	1.7	-20.5	18.8	1	4.3	8	34.8	14	60.9
3	12	9.8	42	34.4	68	55.7	9	14.1	23	35.9	32	50.0	-5.4	16.2	-10.9	2	8.7	12	52.2	9	39.1
4	4	4.4	25	27.8	61	67.8	2	11.8	8	47.1	7	41.2	-5.9	-11.8	17.6	1	5.9	6	35.3	10	58.8
5	5	4.2	36	30.3	78	65.6	1	2.9	18	52.9	15	44.1	-2.9	-8.8	11.7	0	0.0	19	44.2	24	55.8
6	Na	Na	Na	Na	Na	Na	0	0.0	7	31.8	15	68.2	Na	Na	Na	0	0.0	4	44.4	5	55.6
7	Na	Na	Na	Na	Na	Na	1	6.3	5	31.3	10	62.5	Na	Na	Na	3	13.6	9	40.9	10	45.5

Overall, 47.9 percent of officers (N = 198) indicated high levels of fear of criticism while 41.9 percent (N = 173) indicated medium levels. Only 10.2 percent of officers (N = 42) reported low levels of fear of criticism.

Significant results

Years of Newark policing experience was the only officer characteristic significantly associated with fear of criticism. Officers with more than 10 years of experience reported lower levels of fear of criticism than officers with less than 2 years of experience and officers with 2-9 years of experience. 58.6 percent of officers with 2-9 years of experience and 50 percent of officers with less than 2 years of experience reported higher levels of fear of criticism compared to only 43.4 percent of officers with 10 or more years of experience. 43.8 percent of officers with 10 or more years of experience and less than 2 years of experience reported medium levels of fear of criticism compared to only 37.8 percent of officers with 2-9 years of experience. 12.8 percent of officers with 10 or more years of experience reported low levels of fear of criticism compared to only 6.3 percent of officers with less than 2 years of experience and 3.6 percent of officers with 2-9 years of experience.

Other Findings

Consistent patterns were observed for the following characteristics:

Race

White officers reported higher levels of fear of criticism than Black officers. 51.6 percent of White officers reported high levels of fear of criticism compared to only 42.9 percent of Black officers. 42.9 percent of Black officers reported medium levels of fear of criticism compared to 40.7 percent of White officers. 14.3 percent of Black officers reported low levels of fear of criticism compared to only 7.7 percent of White officers.

Citizen Complaints

Officers without a history of citizen complaints reported lower levels of fear of criticism than officers with a history of citizen complaints. 15.5 percent of officers without a history of citizen complaints reported low levels of fear of criticism compared to only 8.5 percent of officers with a history of citizen complaints. 44.7 percent of officers without a history of citizen complaints reported medium levels of fear of criticism compared to only 40.7 percent of officers with a history of citizen complaints. 50.8 percent of officers with a history of citizen complaints reported high levels of fear of criticism compared to only 39.8 percent of officers without a history of citizen complaints.

Comparisons Between 2017 and 2021

Officers who responded to the survey in 2021 reported lower levels of fear of criticism than officers who responded in 2017.

- Female officers reporting high levels of fear of criticism decreased more than male officers.
- Black officers reporting high levels of fear of criticism decreased more than White officers.
- Non-Newark residents reporting high levels of fear of criticism decreased more than Newark residents.
- Officers with 10 or more years of experience reporting high levels of fear of criticism decreased more than officers with 2-9 years of experience and less than 2 years of experience.
- Officers ranked Sgt. and above reporting high levels of fear of criticism decreased more than officers ranked below Sgt.
- Regardless of history of citizen complaints, officers reporting high levels of fear of criticism decreased about the same.

Comparisons Between 2019 and 2021

Officers who responded to the survey in 2021 reported lower levels of fear of criticism than officers who responded in 2019.

- Male officers reporting low levels of fear of criticism increased while female officers decreased.
- Black officers reporting low levels of fear of criticism increased more than White officers.
- Newark residents reporting high levels of fear of criticism increased while non-Newark residents decreased.
- Officers with less than 2 years of experience reporting high levels of fear of criticism increased more than officers with 2–9 years of experience, while officers with 10 or more years of experience decreased.
- Officers ranked Sgt. and above reporting high levels of fear of criticism decreased more than officers ranked below Sgt.
- Officers without a history of citizen complaints reporting high levels of fear of criticism increased while officers with a history of citizen complaints decreased.

Filmed Encounters

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

Year:	2017						2019						2019 - 2021			2021					
	Low		Medium		High		Low		Medium		High		% Point Change			Low		Medium		High	
Variable	N	%	N	%	N	%	N	%	N	%	N	%	Low	Med	High	N	%	N	%	N	%
Gender																					
Female	114	60.6	54	28.7	20	10.6	58	66.7	21	24.1	8	9.2	-1.8	5.6	-3.9	61	64.9	28	29.8	5	5.3
Male	399	52	246	32.1	122	15.9	174	51.8	118	35.1	44	13.1	11.1	-7.7	-3.4	202	62.9	88	27.4	31	9.7
Race																					
Black	181	53.9	107	31.9	48	14.3	71	53.0	47	35.1	16	11.9	11.4	-7.8	-3.5	92	64.3	39	27.3	12	8.4
White	190	52.5	119	32.9	53	14.6	93	52.0	64	35.8	22	12.3	10.0	-5.9	-4.1	114	62.0	55	29.9	15	8.2
Other	105	54.7	55	28.7	32	16.7	40	57.1	21	30.0	9	12.9	6.3	-3.2	-3.1	52	63.4	22	26.8	8	9.8
Newark Resident																					
Yes	222	55.4	115	28.7	64	16	113	60.4	51	27.3	23	12.3	0.4	2.5	-2.8	90	60.8	44	29.7	14	9.5
No	287	52.4	183	33.4	78	14.2	122	51.7	85	36.0	29	12.3	13.0	-8.9	-4.0	172	64.7	72	27.1	22	8.3
Police Exp. in Newark			*						**												
Less than 2	66	64.7	27	26.5	9	8.8	27	61.4	16	36.4	1	2.3	9.2	-7.0	-2.3	24	70.6	10	29.4	0	0.0
2 to 9	67	62.6	24	22.4	16	15	70	68.0	24	23.3	9	8.7	-1.0	-1.0	2.0	75	67.0	25	22.3	12	10.7
10+	384	51.1	250	33.2	118	15.7	135	50.2	94	34.9	40	14.9	10.7	-4.9	-5.8	162	60.9	80	30.1	24	9.0
Rank									***												
Below Sgt.	405	54.4	234	31.4	106	14.2	151	62.1	70	28.8	22	9.1	1.8	-1.9	0.0	190	64.0	80	26.9	27	9.1
Sgt. & Above	83	53.2	52	33.3	21	13.5	78	45.1	65	37.6	30	17.3	18.2	-6.4	-11.8	69	63.3	34	31.2	6	5.5
Citizen Complaint																					
Yes	381	52.8	227	31.4	114	15.8	173	52.6	106	32.2	50	15.2	9.3	-4.0	-5.3	193	61.9	88	28.2	31	9.9
No	130	56.8	70	30.6	29	12.7	58	63.7	29	31.9	4	4.4	4.5	-4.9	0.4	71	68.3	28	26.9	5	4.8
Precinct																					
1	45	59.2	20	26.3	11	14.5	18	62.1	10	34.5	1	3.4	-2.1	1.5	0.6	15	60.0	9	36.0	1	4.0
2	54	50.5	37	34.6	16	15	19	50.0	14	36.8	5	13.2	16.7	-7.7	-9.0	16	66.7	7	29.2	1	4.2
3	66	54.1	35	28.7	21	17.2	38	60.3	16	25.4	9	14.3	0.6	0.7	-1.2	14	60.9	6	26.1	3	13.0
4	43	50.6	27	31.8	15	17.7	8	44.4	8	44.4	2	11.1	32.0	-20.9	-11.1	13	76.5	4	23.5	0	0.0
5	63	53.4	40	33.9	15	12.7	21	60.0	14	40.0	0	0.0	12.7	-17.3	4.5	32	72.7	10	22.7	2	4.5
6	Na	Na	Na	Na	Na	Na	13	59.1	8	36.4	1	4.5	-3.5	-3.0	6.6	5	55.6	3	33.3	1	11.1
7	Na	Na	Na	Na	Na	Na	8	53.3	5	33.3	2	13.3	1.2	3.0	-4.2	12	54.5	8	36.4	2	9.1

Overall, slightly more than half of officers (63.5 percent; N = 266) report low levels of changes in behavior due to potentially being filmed, followed by medium levels of change (27.9 percent; N = 117) and high levels of change (8.6 percent; N = 36).

Significant results

No officer characteristics were significantly associated with fear of being filmed.

Other Findings

Consistent patterns were observed for the following characteristics:

Gender

Male officers reported higher levels of change in behavior due to potentially being filmed than female officers. 9.7 percent of male officers reported high levels of change in behavior due to potentially being filmed compared to only 5.3 percent of female officers. 29.8 percent of female officers reported medium levels of change in behavior due to potentially being filmed compared to 27.4 percent of male officers. 64.9 percent of female officers reported low levels of change in behavior due to potentially being filmed compared to 62.9 percent of male officers.

Citizen Complaints

Officers with a history of citizen complaints reported higher levels of change in behavior due to potentially being filmed than officers without a history of citizen complaints. 9.9 percent of officers with a history of citizen complaints reported high levels of change in behavior due to potentially being filmed compared to only 4.8 percent of officers without a history of citizen complaints. 28.2 percent with a history of citizen complaints reported medium levels of change in behavior due to potentially being filmed compared to 26.9 percent of officers without a history of citizen complaints. 68.3 percent of officers without a history of citizen complaints reported low levels of change in behavior due to potentially being filmed compared to only 61.9 percent of officers with a history of citizen complaints.

Comparisons Between 2017 and 2021

Officers who responded to the survey in 2021 reported lower levels of change in behavior due to potentially being filmed than officers in 2017.

- Male officers reporting low levels of change in behavior due to potentially being filmed increased more than female officers.
- Regardless of officer race, high levels of change in behavior due to potentially being filmed decreased about the same.
- Non-Newark residents reporting low levels of change in behavior due to potentially being filmed increased more than Newark residents.
- Officers with less than 2 years of experience reporting high levels of change in behavior due to potentially being filmed decreased more than officers with 2-9 years of experience and 10 or more years of experience.
- Officers ranked Sgt. and above reporting high levels of change in behavior due to potentially being filmed decreased more than officers ranked below Sgt.
- Officers without a history of citizen complaints reporting low levels of change in behavior due to potentially being filmed increased more than officers with a history of citizen complaints.

Comparisons Between 2019 and 2021

Officers who responded to the survey in 2021 reported lower levels of change in behavior due to potentially being filmed than officers in 2019.

- Male officers reporting low levels of change in behavior due to potentially being filmed increased while female officers decreased.
- Regardless of race, high levels of change in behavior due to potentially being filmed decreased about the same.
- Non-Newark residents reporting low levels of change in behavior due to potentially being filmed increased more than Newark residents.
- Officers with 10 or more years of experience and less than 2 years of experience reporting low levels of change in behavior due to potentially being filmed increased, while officers with 2-9 years of experience decreased.
- Officers ranked Sgt. or above reporting high levels of change in behavior due to potentially being filmed decreased, while officers ranked below Sgt. stayed about the same.
- Officers with a history of citizen complaints reporting high levels of change in behavior due to potentially being filmed decreased, while officers without a history of citizen complaints increased.

Media Scrutiny

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

Year:	2017						2019						2019 - 2021			2021					
	Low		Medium		High		Low		Medium		High		% Point Change			Low		Medium		High	
Variable	N	%	N	%	N	%	N	%	N	%	N	%	Low	Med	High	N	%	N	%	N	%
Gender									***												
Female	26	13.4	96	49.5	72	37.1	19	23.5	43	53.1	19	23.5	-5.8	9.3	-3.5	15	17.6	53	62.4	17	20.0
Male	82	10.6	361	46.6	332	42.8	60	18.6	147	45.7	115	35.7	0.2	-3.4	3.2	58	18.8	130	42.2	120	39.0
Race			***																		
Black	47	13.8	182	53.4	112	32.8	28	21.9	67	52.3	33	25.8	8.3	-2.3	-5.9	41	30.1	68	50.0	27	19.9
White	28	7.7	154	42.4	181	49.9	31	18.1	75	43.9	65	38.0	-7.2	1.5	5.7	19	10.9	79	45.4	76	43.7
Other	25	12.8	85	43.6	85	43.6	14	20.6	32	47.1	22	32.4	-3.5	-5.0	8.4	13	17.1	32	42.1	31	40.8
Newark Resident			*						*												
Yes	56	13.6	199	48.4	156	38	43	25.7	77	46.1	47	28.1	-3.8	4.2	-0.5	31	22.0	71	50.4	39	27.7
No	52	9.4	254	46.1	245	44.5	37	16.3	116	51.1	74	32.6	0.8	-7.3	6.4	43	17.1	110	43.8	98	39.0
Police Exp. in Newark									**												
Less than 2	15	14.7	48	47.1	39	38.2	7	17.1	22	17.1	12	29.3	5.5	15.2	15.9	7	22.6	10	32.3	14	45.2
2 to 9	12	11	57	52.3	40	36.7	25	25.5	38	38.8	35	35.7	-10.3	3.1	7.1	16	15.2	44	41.9	45	42.9
10+	82	10.8	354	46.4	327	42.9	46	17.9	127	49.4	84	32.7	0.9	0.4	-1.3	48	18.8	127	49.8	80	31.4
Rank																		**			
Below Sgt.	88	11.6	358	47	316	41.5	51	22.1	104	45.0	76	32.9	-1.6	1.6	0.0	58	20.5	132	46.6	93	32.9
Sgt. & Above	15	9.6	75	47.8	67	42.7	28	16.9	101	60.8	58	34.9	-1.3	-16.2	4.9	16	15.5	46	44.7	41	39.8
Citizen Complaint									**									**			
Yes	74	10.1	343	46.7	318	43.3	52	16.7	146	46.8	114	36.5	-1.4	1.0	0.3	46	15.3	144	47.8	111	36.9
No	33	14.4	111	48.3	86	37.4	26	29.2	42	47.2	21	23.6	0.9	-7.4	6.5	28	30.1	37	39.8	28	30.1
Precinct																					
1	9	11.5	35	44.9	34	43.6	4	14.8	13	48.1	10	37.0	6.0	1.9	-7.9	5	20.8	12	50.0	7	29.2
2	6	5.6	46	42.6	56	51.9	5	13.5	20	54.1	12	32.4	-1.0	-16.6	17.6	3	12.5	9	37.5	12	50.0
3	20	16.3	57	46.3	46	37.4	12	19.4	29	46.8	21	33.9	-0.3	-8.7	9.0	4	19.0	8	38.1	9	42.9
4	11	12.1	46	50.6	34	37.4	6	35.3	3	17.6	8	47.1	-22.8	32.4	-9.6	2	12.5	8	50.0	6	37.5
5	15	13	58	50.4	42	36.5	12	42.9	10	35.7	6	21.4	-20.1	2.9	17.2	10	22.7	17	38.6	17	38.6
6	Na	Na	Na	Na	Na	Na	4	18.2	13	59.1	5	22.7	-5.7	3.4	2.3	1	12.5	5	62.5	2	25.0
7	Na	Na	Na	Na	Na	Na	2	15.4	4	30.8	7	53.8	10.9	-4.5	-6.5	5	26.3	5	26.3	9	47.4

Overall, approximately half of officers (46.1 percent) indicated that the media's impact is moderate (N = 183) and 35.3 percent indicated the impact was high (N = 140). By comparison, only 18.6 percent of officers (N = 74) characterized the impact of media scrutiny on officers' attitudes and behaviors as low.

Significant Results

Rank and history of citizen complaints were the only officer characteristics significantly associated with perceived effect of media scrutiny on policing.

Rank

Higher ranking officers (Sergeant and above) reported higher levels of effect of media scrutiny on policing than lower ranking officers (below Sergeant). 39.8 percent of officers ranked Sgt. or above reported high levels of effect of media scrutiny on policing compared to only 32.9 percent of officers ranked below Sgt. 46.6 percent of officers ranked below Sgt. reported medium levels of effect of media scrutiny on policing compared to 44.7 percent of officers ranked Sgt. or above. 20.5 percent of officers ranked below Sgt. reported low levels of effect of media scrutiny on policing compared to only 15.5 percent of officers ranked Sgt. or above.

27

Citizen Complaints

Officers with a history of citizen complaints reported higher levels of effect of media scrutiny on policing than officers without a history of citizen complaints. 30.1 percent of officers without a history of citizen complaints reported low levels of effect of media scrutiny on policing compared to only 15.3 percent of officers with a history of citizen complaints. 47.8 percent of officers with a history of citizen complaints reported medium levels of effect of media scrutiny on policing compared to only 39.8 percent of officers without a history of citizen complaints. 36.9 percent of officers with a history of citizen complaints reported high levels of effect of media scrutiny on policing compared to only 30.1 percent of officers without a history of citizen complaints.

Other Findings

Consistent patterns were observed for the following characteristics:

Gender

Male officers reported higher levels of effect of media scrutiny on policing than female officers. 39 percent of male officers reported high levels of effect of media scrutiny on policing compared to only 20 percent of female officers. 62.4 percent of female officers reported medium levels of effect of media scrutiny on policing compared to only 42.4 percent of male officers. 17.6 percent of female officers reported low levels of effect of media scrutiny on policing compared to 18.8 percent of male officers.

Race

White officers reported higher levels of effect of media scrutiny on policing than Black officers. 43.7 percent of White officers reported high levels of effect of media scrutiny on policing compared to only 19.9 percent of Black officers. 50 percent of Black officers reported medium levels of effect of media scrutiny on policing compared to only 45.4 percent of White officers. 30.1 percent of Black officers reported low levels of effect of media scrutiny on policing compared to only 10.9 percent of White officers.

Precinct

Precinct 2 contained the highest percentage of officers who reported high levels of effect of media scrutiny on policing (50 percent) and the lowest percentage of officers who reported low levels of effect of media scrutiny on policing (12.5 percent).

Comparisons Between 2017 and 2021

Officers who responded to the survey in 2021 reported lower levels of effect of media scrutiny on policing than officers in 2017.

- Female officers reporting high levels of effect of media scrutiny on policing decreased more than male officers.
- Black officers reporting high levels of effect of media scrutiny on policing decreased more than White officers.
- Newark residents reporting high levels of effect of media scrutiny on policing decreased more than non-Newark residents.
- Officers with 10 or more years of experience reporting high levels of effect of media scrutiny on policing decreased while officers with 2-9 years of experience and less than 2 years of experience increased.
- Officers ranked below Sgt. reporting high levels of effect of media scrutiny on policing decreased more than officers ranked Sgt. or above.
- Officers without a history of citizen complaints reporting low levels of effect of media scrutiny on policing increased more than officers with a history of citizen complaints.

Comparisons Between 2019 and 2021

Officers who responded to the survey in 2021 reported higher levels of effect of media scrutiny on policing than officers in 2019.

- Male officers reporting high levels of effect of media scrutiny on policing increased while female officers decreased.

28

- White officers reporting high levels of effect of media scrutiny on policing increased while Black officers decreased.
- Non-Newark residents reporting high levels of effect of media scrutiny on policing increased while Newark residents decreased.
- Officers with less than 2 years of experience and 2-9 years of experience reporting high levels of effect of media scrutiny on policing increased while officers with 10 or more years of experience decreased.
- Officers ranked Sgt. or above reporting high levels of effect of media scrutiny on policing increased while officers ranked below Sgt. stayed about the same.
- Officers without a history of citizen complaints reporting high levels of effect of media scrutiny on policing increased more than officers with a history of citizen complaints.

Officer Theme Summary

Table 15: Officer Theme Summary (%)

Officer Theme	2017			2019			2021		
	Low	Medium	High	Low	Medium	High	Low	Medium	High
Within Department Bias	48.7	32.4	19.0	56.1	27.1	16.8	48.6	29.4	22.1
Policing Bias	69.8	20.0	10.3	79.0	16.5	4.5	81.8	13.6	4.6
Department Leadership	2.3	34.4	63.3	2.4	42.6	55	6.3	39.8	53.9
Community Support	8.2	57.7	34.1	14.4	56	29.7	15.0	51.1	33.8
Fear of Criticism	6.9	28.9	64.2	6.9	43.9	49.2	10.2	41.9	47.9
Filming Behavioral Change	53.8	31.3	14.9	55.0	32.6	12.5	63.5	27.9	8.6
Media Scrutiny Effect	11.2	47.1	41.7	20.8	50.2	29	18.6	46.1	35.3

Officer Theme Summary Line Charts

WITHIN DEPARTMENT BIAS
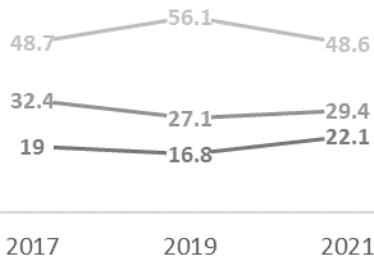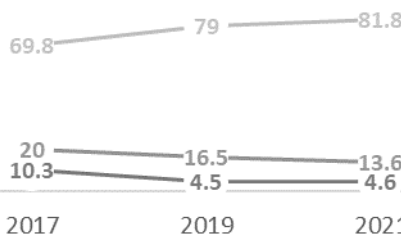
POLICING BIAS

DEPARTMENT LEADERSHIP
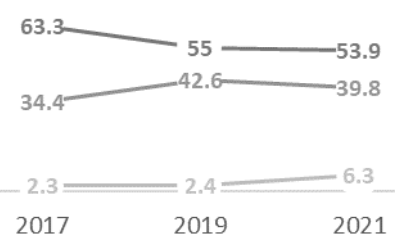
COMMUNITY SUPPORT
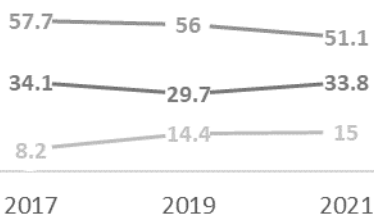
FEAR OF CRITICISM
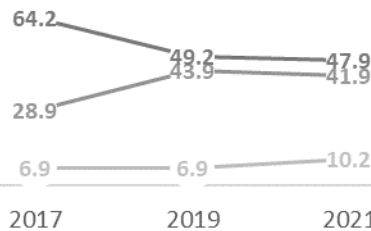
FILMING BEHAVIORAL CHANGE
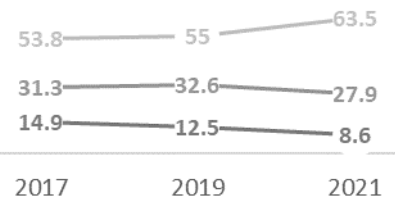
MEDIA SCRUTINY EFFECT
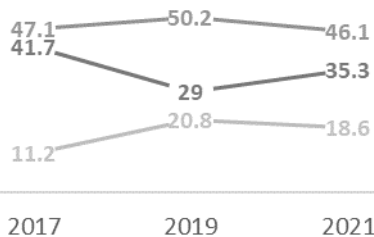
Line Chart Key

• Low | • **Medium** | • **High**

30

Appendix A: Design and Administration of the Survey

Survey Design

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

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

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

2018/19 and 2020/21 Assessments

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

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

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

Over the course of four months (December 2018 through March 2019), NPD held Use of Force training sessions twice a day up to four days a week. Officers who attended one of the 21 classes where Center on Policing proctors were present were given the opportunity to participate by filling out the paper survey. Prior to the start of the survey, proctors read a disclosure statement indicating that participation was both voluntary and anonymous, that responses would be kept confidential, that they could terminate the survey at any time without penalty, and that the Rutgers IRB and Center on Policing staff could be reached at the provided email address and phone numbers should they have any questions about their participation in the survey and/or data handling procedures. A copy of this form was also handed out to all officers.

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

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

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

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

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

Administration of the third assessment began in 2020 following the renewed approval of the IRB. The same electronic survey instrument (*Qualtrics)* was used. A software malfunction in the survey platform caused responses to one question (2.6) to be read as null. The survey followed the same recruitment, confidentiality, and data analysis procedures as the 2018/2019 assessment.

References

Nix, Justin & Scott E. Wolfe (2016). Sensitivity to the Ferguson Effect: The role of managerial organizational justice. *Journal of Criminal Justice*, 47: 12-20.

Nix, Justin & Scott E. Wolfe (2017). The impact of negative publicity on police self-legitimacy. *Justice Quarterly*, 34(1).

Reisig, Michael D., Jason Bratton, & Marc G. Gertz (2007). The construct validity and refinement of process-based policing measures. *Criminal Justice and Behavior*, 34(8): 1005-1028.

Spector, Paul E. (1994). *Job satisfaction survey*. Tampa, FL: Department of Psychology, University of South Florida.

Sunshine, Jason & Tom R. Tyler (2003). The role of procedural justice and legitimacy in shaping public support for policing. *Law & Society Review*, 37(3): 513-548.

Tankebe, Justice (2014). *Rightful authority: Exploring the structure of police self-legitimacy*. Social Science Research Network: http://dx.doi.org/10.2139/ssrn.2499717.

Tyler, Tom (2006). *Why People Obey the Law*. Princeton, NJ: Princeton University Press.

Wolfe, Scott E. & Justin Nix (2016). The alleged "Ferguson Effect" and police willingness to engage in community partnerships. Law and Human Behavior, 40(1): 1-10.

41

Appendix B: Survey Instrument

City of Newark Consent Decree

Confidential Survey of Police Officers

2018

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

Section 1: Officer Background

Personal Background

1.1. Age (Years): _____	
1.2. Gender:	Male / Female
1.3. Race:	White Black/African American Asian Other: _____
1.4. Hispanic or Latino/a:	Yes / No
1.5. Highest level of education completed:	< High School High School/GED Some College Associate Degree Bachelor's Degree Master's Degree or Higher
1.6. Marital Status:	Married Divorced Separated Single Other
1.7. Do you live in the city of Newark, NJ?	Yes / No
1.8. Have you ever served in the military?	Yes / No

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

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

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

___ To fight crime

___ To serve the community

___ To protect people from violent criminals

___ For the steady pay and benefits

___ For the excitement

___ For the power and authority

___ Other: _____

Professional Background

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

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

1.11. Current Rank: _____

1.12. Current Assignment:	Patrol	Investigative
		Administrative

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

     [ ] Alcohol Beverage Control [ ] Patrol   [ ] Homicide   [ ] Special Victims

     [ ] Fugitive Apprehension   [ ] Major Crimes   [ ] Narcotics   [ ] Taxi Unit

     [ ] Other Investigative   [ ] Metro Division [ ] Traffic   [ ] Administrative

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

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

1.15. Have you ever discharged your firearm in the line of duty?		Yes / No
1.16. Have you ever had a citizen's complaint filed against you?		Yes / No
1.16a. If yes, how many complaints?	1	2-5 6-10
		11+
1.17. Have you ever been the subject of an internal affairs investigation?		Yes / No

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

       ___ Be a role model and/or mentor to youth

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

       ___ Respond to all calls for service quickly

       ___ Make arrests and issue summonses

       ___ Develop positive relationships with people in neighborhoods I serve

       ___ Protect the constitutional rights of all citizens

       ___ Improve the quality of life for all members of the community

       ___ Control the streets

Section 2: Job Satisfaction

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

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

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

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

38

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

Section 4: Police-Community Relations

	Strongly Disagree				Strongly Agree	
4.1. Generally, officers in my precinct are respected by adults in the community.	1	2	3	4	5	6
4.2. Generally, officers in my precinct are respected by juveniles in the community.	1	2	3	4	5	6
4.3. Generally, residents in the community I work in trust NPD.	1	2	3	4	5	6

39

	6	1	2	3	4	5
4.4. Generally, NPD today receives more support from the community than one year ago.	6	1	2	3	4	5
4.5. The community does not understand the risks officers face in their job.	6	1	2	3	4	5
4.6. Being a police officer is a dangerous job.	6	1	2	3	4	5
4.7. My career has been negatively affected by citizen complaints.	6	1	2	3	4	5
4.8. Having police wear cameras improves relations between the police and community.	6	1	2	3	4	5
4.9. Footage from police officers' body-worn cameras should be made available to the public.	6	1	2	3	4	5
4.10. When wearing a camera, officers are less likely to use force even when it is necessary.	6	1	2	3	4	5
4.11. Repeated media coverage questioning police use of force has:						
a. Made it more difficult to do my job.	6	1	2	3	4	5
b. Made it more dangerous to be a law enforcement officer.	6	1	2	3	4	5
c. Caused me to be more apprehensive about using force even though it may be necessary.	6	1	2	3	4	5
d. Caused me to be less likely to want to work with community members to solve local problems.	6	1	2	3	4	5
e. Made it less enjoyable to have a career in law enforcement.	6	1	2	3	4	5
f. Caused my coworkers to be more apprehensive about using force even though it may be necessary.	6	1	2	3	4	5

40

Appendix C: Detailed Officer Theme Summary

Within Department Bias	Policing Bias	Department Leadership	Community Support	Fear of Criticism	Filming Behavioral Change	Media Scrutiny Effect			
48.7	69.8	2.3	8.2	6.9	53.8	11.2	%	Low	
465	682	21	80	67	517	109	N		
32.4	20	34.4	57.7	30.7	31.3	47.1	%	Medium	2017
309	194	-	562	-	301	459	N		
19	10.3	63.3	34.1	62.4	14.9	41.7	%	High	
181	101	587	332	608	143	406	N		
7.4	9.2	0.1	6.2	0	1.2	9.6	Low		
-5.3	-3.5	8.2	-1.7	13.2	1.3	3.1	Medium		2017-2019 % Pt. Change
-2.2	-5.8	-8.3	-4.4	-13.2	-2.4	-12.7	High		
56.1	79	2.4	14.4	6.9	55	20.8	%	Low	
250	336	6	59	30	238	81	N		
27.1	16.5	42.6	56	43.9	32.6	50.2	%	Medium	2019
121	70	106	230	191	141	195	N		
16.8	4.5	55	29.7	49.2	12.5	29	%	High	
75	19	137	122	214	54	113	N		
-7.5	2.8	3.9	0.6	3.3	8.5	-2.2	Low		
2.3	-2.9	-2.8	-4.9	-2	-4.7	-4.1	Medium		2019-2021 % Pt. Change
5.3	0.1	-1.1	4.1	-1.3	-3.9	6.3	High		
48.6	81.8	6.3	15	10.2	63.5	18.6	%	Low	
220	337	24	60	42	266	74	N		
29.4	13.6	39.8	51.1	41.9	27.9	46.1	%	Medium	2021
133	56	151	204	173	117	183	N		
22.1	4.6	53.9	33.8	47.9	8.6	35.3	%	High	
100	19	205	135	198	36	140	N		
-0.1	12	4	6.8	3.3	9.7	7.4	Low		
-3	-6.4	5.4	-6.6	11.2	-3.4	-1	Medium		Overall % Pt. Change
3.1	-5.7	-9.4	-0.3	-14.5	-6.3	-6.4	High		

Appendix D: Frequency Tables for Individual Survey Items

41

As a police officer, I believe I occupy a position of special importance in society.

(NA = 18)	2017 N = 998	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 467	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 463	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	22	2.2	2.2	2.7	2.7	23	4.9	4.9	3.3	3.3	38	8.21	8.21	6.01	6.01
Disagree	11	1.1	3.3	2.9	0.2	6	1.3	6.2	4.4	1.1	11	2.38	10.58	7.28	1.28
Weakly Disagree	38	3.8	7.1	5.1	2.2	28	6.0	12.2	4.9	0.5	30	6.48	17.06	9.96	2.68
Weakly Agree	102	10.2	17.3	3.5	-1.6	40	8.6	20.8	4.3	-0.6	37	7.99	25.05	7.75	-2.21
Agree	226	22.7	40	0.0	-3.4	90	19.3	40.0	1.6	-2.6	77	16.6	41.68	1.68	-6.07
Strongly Agree	599	60	100	0.0	0.0	280	60.0	100.0	0.0	-1.6	270	58.3	100.00	0.00	-1.68

I feel a sense of pride in doing my job.

(NA = 17)	2017 N = 1000	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 476	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 464	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	21	2.1	2.1	1.7	1.7	18	3.8	3.8	4.2	4.2	37	7.97	7.97	5.87	5.87
Disagree	12	1.2	3.3	1.7	0.1	6	1.3	5.0	4.2	0.0	6	1.29	9.27	5.97	0.09
Weakly Disagree	16	1.6	4.9	3.7	2.0	17	3.6	8.6	4.1	-0.1	16	3.45	12.72	7.82	1.85
Weakly Agree	57	5.7	10.6	3.5	-0.2	26	5.5	14.1	6.8	2.7	38	8.19	20.91	10.31	2.49
Agree	179	17.9	28.5	1.8	-1.7	77	16.2	30.3	4.7	-2.2	65	14	34.91	6.41	-3.89
Strongly Agree	715	71.5	100	0.0	-1.8	332	69.7	100.0	0.0	-4.7	302	65.1	100.00	0.00	-6.41

I feel I am being paid fairly for the work I do.

(NA = 16)	2017 N = 994	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 477	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 465	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	128	6.3	6.3	17.8	17.8	115	24.1	24.1	13.5	13.5	175	37.6	37.63	31.33	31.33
Disagree	104	9.7	16.0	18.8	1.0	51	10.7	34.8	18.1	4.6	71	15.3	52.90	36.90	5.57
Weakly Disagree	188	17.9	33.9	21.0	2.2	96	20.1	54.9	16.9	-1.2	88	18.9	71.83	37.93	1.02
Weakly Agree	254	26.2	60.1	18.5	-2.5	113	23.7	78.6	9.3	-7.6	75	16.1	87.96	27.86	-10.07
Agree	170	22.6	82.7	9.8	-8.8	66	13.8	92.5	3.2	-6.1	36	7.74	95.70	13.00	-14.86
Strongly Agree	150	17.3	100.0	0.0	-9.8	36	7.5	100.0	0.0	-3.2	20	4.3	100.00	0.00	-13.00

The daily tasks that I perform for my job are what I expected them to be when I first become an officer.

(NA = 16)	2017 N = 994	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 476	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 463	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	63	6.3	6.3	4.2	4.2	50	10.5	10.5	5.9	5.9	76	16.4	16.41	10.11	10.11
Disagree	96	9.7	16	5.8	1.6	54	11.3	21.8	6.2	0.3	54	11.7	28.08	12.08	1.96
Weakly Disagree	178	17.9	33.9	7.3	1.4	92	19.3	41.2	10.2	4.0	108	23.3	51.40	17.50	5.43
Weakly Agree	260	26.2	60.1	7.8	0.5	127	26.7	67.9	3.6	-6.6	93	20.1	71.49	11.39	-6.11
Agree	225	22.6	82.7	5.3	-2.4	96	20.2	88.0	-1.6	-5.3	69	14.9	86.39	3.69	-7.70
Strongly Agree	172	17.3	100	0.0	-5.3	57	12.0	100.0	0.0	1.6	63	13.6	100.00	0.00	-3.69

I feel that the local community I police values the work I do.

(NA = 15)	2017 N = 996	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 478	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 463	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	124	12.5	12.5	4.2	4.2	80	16.7	16.7	1.0	1.0	82	17.7	17.71	5.21	5.21
Disagree	137	13.8	26.2	6.4	2.1	76	15.9	32.6	-2.0	-2.9	60	13.0	30.67	4.47	-0.84
Weakly Disagree	212	21.3	47.5	8.1	1.7	110	23.0	55.6	-0.4	1.6	114	24.6	55.29	7.79	3.32
Weakly Agree	241	24.2	71.7	5.9	-2.2	105	22.0	77.6	-0.5	-0.2	101	21.8	77.11	5.41	-2.39
Agree	148	14.9	86.6	4.4	-1.5	64	13.4	91.0	-2.9	-2.4	51	11.0	88.12	1.52	-3.88
Strongly Agree	134	13.5	100	0.0	-4.5	43	9.0	100.0	0.0	2.9	55	11.9	100.00	0.00	-1.62

42

I feel that my supervisors support me in the work I do.

(NA = 215)	2017 N = 1003	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 278	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 0	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	42	4.2	4.2	-1.0	-1.0	9	3.2	3.2	-3.2	-3.2					
Disagree	60	6	10.2	-3.7	-2.8	9	3.2	6.5	-6.5	-3.2					
Weakly Disagree	87	8.7	18.8	-0.1	3.5	34	12.2	18.7	-18.7	-12.2					
Weakly Agree	186	18.5	37.4	3.2	3.4	61	21.9	40.6	-40.6	-21.9					
Agree	329	32.8	70.2	3.2	-0.1	91	32.7	73.4	-73.4	-32.7					
Strongly Agree	299	29.8	100	0.0	-3.2	74	26.6	100.0	-100.0	-26.6					

Generally, in my precinct, my fellow officers treat me with respect.

(NA = 20)	2017 N = 994	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 473	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 457	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	14	1.4	1.4	1.1	1.1	12	2.5	2.5	0.1	0.1	12	2.63	2.63	1.23	1.23
Disagree	17	1.7	3.1	1.3	0.2	9	1.9	4.4	-0.7	-0.8	5	1.09	3.72	0.62	-0.61
Weakly Disagree	18	1.8	4.9	2.1	0.7	12	2.5	7.0	0.9	1.6	19	4.16	7.88	2.98	2.36
Weakly Agree	73	7.3	12.3	1.7	-0.3	33	7.0	14.0	1.4	0.5	34	7.44	15.32	3.02	0.14
Agree	326	32.8	45	-3.4	-5.1	131	27.7	41.6	-3.6	-4.9	104	22.8	38.07	-6.93	-10.04
Strongly Agree	547	55	100	0.0	3.4	276	58.4	100.0	0.0	3.6	283	61.9	100.00	0.00	6.93

Generally, in my precinct, my supervisors treat me with respect.

(NA = 20)	2017 N = 995	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 473	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 457	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	20	2	2	0.5	0.5	12	2.5	2.5	2.7	2.7	24	5.3	5.25	3.25	3.25
Disagree	24	2.4	4.4	0.5	-0.1	11	2.3	4.9	3.0	0.3	12	2.6	7.88	3.48	0.23
Weakly Disagree	37	3.7	8.2	2.2	1.8	26	5.5	10.4	1.9	-1.1	20	4.4	12.25	4.05	0.68
Weakly Agree	97	9.8	17.9	1.3	-0.9	42	8.9	19.2	3.5	1.6	48	10.5	22.76	4.86	0.70
Agree	327	32.9	50.8	-7.7	-9.0	113	23.9	43.1	0.6	-2.9	96	21.0	43.76	-7.04	-11.89
Strongly Agree	489	49.2	100	0.0	7.7	269	56.9	100.0	0.0	-0.6	257	56.2	100.00	0.00	7.04

NPD command staff treats employees the same regardless of their race.

(NA = 26)	2017 N = 995	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 467	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 462	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	115	11.6	11.6	1.0	1.0	59	12.6	12.6	4.0	4.0	77	16.7	16.67	5.07	5.07
Disagree	87	8.7	20.3	-1.0	-2.1	31	6.6	19.3	5.2	1.2	36	7.8	24.46	4.16	-0.91
Weakly Disagree	142	14.3	34.7	-3.0	-1.9	58	12.4	31.7	7.7	2.5	69	14.9	39.39	4.69	0.64
Weakly Agree	160	16.1	50.7	-2.5	0.4	77	16.5	48.2	8.3	0.6	79	17.1	56.49	5.79	1.00
Agree	195	19.6	70.3	-7.1	-4.6	70	15.0	63.2	9.8	1.5	76	16.5	72.94	2.64	-3.15
Strongly Agree	296	29.8	100	0.0	7.0	172	36.8	100.0	0.0	-9.8	125	27.1	100.00	0.00	-2.74

NPD command staff treats employees the same regardless of their ethnicity.

(NA = 37)	2017 N = 967	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 456	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 462	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	105	10.9	10.9	1.4	1.4	56	12.3	12.3	4.0	4.0	75	16.2	16.23	5.33	5.33
Disagree	77	8	18.8	-0.6	-2.1	27	5.9	18.2	6.7	2.7	40	8.7	24.89	6.09	0.66
Weakly Disagree	135	14	32.8	-1.4	-0.8	60	13.2	31.4	8.9	2.2	71	15.4	40.26	7.46	1.37
Weakly Agree	154	16	48.7	-2.4	-1.1	68	14.9	46.3	9.6	0.7	72	15.6	55.84	7.14	-0.42
Agree	194	20.1	68.8	-5.9	-3.4	76	16.7	62.9	9.1	-0.4	75	16.2	72.08	3.28	-3.87
Strongly Agree	302	31.2	100	0.0	5.9	169	37.1	100.0	0.0	-9.1	129	27.9	100.00	0.00	-3.28

NPD command staff treats employees the same regardless of their gender.

(NA = 38)	2017 N = 966	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 455	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 460	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	101	10.5	10.5	0.7	0.7	51	11.2	11.2	4.4	4.4	72	15.7	15.65	5.15	5.15
Disagree	81	8.4	18.8	-0.8	-1.6	31	6.8	18.0	5.0	0.6	34	7.39	23.04	4.24	-1.01
Weakly Disagree	138	14.3	33.1	-4.3	-3.5	49	10.8	28.8	10.3	5.3	74	16.1	39.13	6.03	1.79
Weakly Agree	152	15.7	48.9	-1.9	2.5	83	18.2	47.0	6.4	-3.9	66	14.3	53.48	4.58	-1.35
Agree	190	19.7	68.5	-4.3	-2.6	78	17.1	64.2	6.9	0.5	81	17.6	71.09	2.59	-2.09
Strongly Agree	304	31.5	100	0.0	4.3	163	35.8	100.0	0.0	-6.9	133	28.9	100.00	0.00	-2.59

NPD command staff treats employees the same regardless of their sexual orientation.

(NA = 40)	2017 N = 958	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 453	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 458	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	88	9.2	9.2	-1.5	-1.5	35	7.7	7.7	2.3	2.3	46	10.0	10.04	0.84	0.84
Disagree	58	6.1	15.2	-3.1	-1.7	20	4.4	12.1	2.5	0.2	21	4.6	14.63	-0.57	-1.51
Weakly Disagree	132	13.8	29	-5.2	-2.1	53	11.7	23.8	4.5	2.1	63	13.8	28.38	-0.62	-0.04
Weakly Agree	152	15.9	44.9	-6.0	-0.9	68	15.0	38.9	2.0	-2.6	57	12.4	40.83	-4.07	-3.45
Agree	197	20.6	65.5	-8.1	-2.1	84	18.5	57.4	5.7	3.7	102	22.3	63.10	-2.40	1.67
Strongly Agree	331	34.6	100	0.0	8.0	193	42.6	100.0	0.0	-5.7	169	36.9	100.00	0.00	2.30

My precinct provides a quality work environment.

(NA = 26)	2017 N = 983	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 467	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 459	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	71	7.2	7.2	-0.3	-0.3	32	6.9	6.9	7.1	7.1	64	13.9	13.94	6.74	6.74
Disagree	95	9.7	16.9	-3.4	-3.1	31	6.6	13.5	7.0	-0.1	30	6.54	20.48	3.58	-3.16
Weakly Disagree	139	14.1	31	-7.2	-3.8	48	10.3	23.8	10.7	3.7	64	13.9	34.42	3.42	-0.16
Weakly Agree	227	23.1	54.1	-11.7	-4.5	87	18.6	42.4	10.5	-0.1	85	18.5	52.94	-1.16	-4.58
Agree	233	23.7	77.8	-7.1	4.6	132	28.3	70.7	1.7	-8.9	89	19.4	72.33	-5.47	-4.31
Strongly Agree	218	22.2	100	0.0	7.1	137	29.3	100.0	0.0	-1.7	127	27.7	100.00	0.00	5.47

I receive the training I need from the police department that helps me do my job.

(NA = 17)	2017 N = 998	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 476	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 458	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	128	12.8	12.8	-4.6	-4.6	39	8.2	8.2	5.1	5.1	61	13.3	13.32	0.52	0.52
Disagree	169	16.9	29.8	-11.3	-6.6	49	10.3	18.5	6.6	1.5	54	11.8	25.11	-4.69	-5.11
Weakly Disagree	197	19.7	49.5	-11.1	0.3	95	20.0	38.4	5.7	-1.0	87	19.0	44.10	-5.40	-0.70
Weakly Agree	225	22.6	72	-10.4	0.5	110	23.1	61.6	4.6	-1.1	101	22.1	66.16	-5.84	-0.55
Agree	151	15.1	87.2	-5.5	5.1	96	20.2	81.7	1.7	-2.9	79	17.2	83.41	-3.79	2.15
Strongly Agree	128	12.8	100	0.0	5.5	87	18.3	100.0	0.0	-1.7	76	16.6	100.00	0.00	3.79

I receive quality equipment I need from the police department that helps me do my job.

(NA = 18)	2017 N = 993	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 475	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 461	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	195	19.6	19.6	-3.8	-3.8	75	15.8	15.8	10.5	10.5	121	26.2	26.25	6.65	6.65
Disagree	193	19.4	39.1	-6.7	-2.8	79	16.6	32.4	6.8	-3.6	60	13.0	39.26	0.16	-6.38
Weakly Disagree	200	20.1	59.2	-6.6	0.1	96	20.2	52.6	9.8	3.0	107	23.2	62.47	3.27	3.11
Weakly Agree	207	20.9	80.1	-5.6	1.0	104	21.9	74.5	5.1	-4.8	79	17.1	79.61	-0.49	-3.76
Agree	118	11.9	91.9	-3.7	1.8	65	13.7	88.2	2.5	-2.6	51	11.1	90.67	-1.23	-0.84
Strongly Agree	80	8.1	100	0.0	3.7	56	11.8	100.0	0.0	-2.5	43	9.3	100.00	0.00	1.23

The goals of this organization are clear to me.

(NA = 20)	2017 N = 994 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 473 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 459 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	43	4.3	4.3	1.4	1.4	27	5.7	5.7	4.3	4.3	46	10.0	10.02	5.72	5.72
Disagree	55	5.5	9.9	2.8	1.5	33	7.0	12.7	4.3	0.0	32	7.0	16.99	7.09	1.47
Weakly Disagree	124	12.5	22.3	3.7	0.8	63	13.3	26.0	5.8	1.5	68	14.8	31.81	9.51	2.31
Weakly Agree	207	20.8	43.2	3.3	-0.3	97	20.5	46.5	2.5	-3.3	79	17.2	49.02	5.82	-3.59
Agree	308	31	74.1	-0.7	-4.2	127	26.8	73.4	-0.4	-2.9	110	24.0	72.98	-1.12	-7.03
Strongly Agree	257	25.9	100	0.0	0.7	126	26.6	100.0	0.0	0.4	124	27.0	100.00	0.00	1.12

I understand clearly what type of behavior will result in discipline within my department.

(NA = 20)	2017 N = 989 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 473 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 460 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	27	2.7	2.7	3.0	3.0	27	5.7	5.7	2.1	2.1	36	7.8	7.83	5.13	5.13
Disagree	26	2.6	5.4	3.7	0.8	16	3.4	9.1	1.1	-1.0	11	2.4	10.22	4.82	-0.21
Weakly Disagree	77	7.8	13.1	3.4	-0.4	35	7.4	16.5	0.5	-0.7	31	6.7	16.96	3.86	-1.06
Weakly Agree	128	12.9	26.1	3.3	0.0	61	12.9	29.4	-1.6	-2.0	50	10.9	27.83	1.73	-2.03
Agree	293	29.6	55.7	0.1	-3.2	125	26.4	55.8	-4.1	-2.5	110	23.9	51.74	-3.96	-5.69
Strongly Agree	438	44.3	100	0.0	-0.1	209	44.2	100.0	0.0	4.1	222	48.3	100.00	0.00	3.96

NPD's investigation of civilian complaints is fair.

(NA = 28)	2017 N = 987 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 465 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 457 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	87	8.8	8.8	6.3	6.3	70	15.1	15.1	-0.2	-0.2	68	14.9	14.88	6.08	6.08
Disagree	87	8.8	17.6	5.6	-0.6	38	8.2	23.2	1.1	1.2	43	9.4	24.29	6.69	0.61
Weakly Disagree	145	14.7	32.3	7.7	2.1	78	16.8	40.0	0.9	-0.1	76	16.6	40.92	8.62	1.93
Weakly Agree	266	27	59.3	0.9	-6.8	94	20.2	60.2	0.4	-0.5	90	19.7	60.61	1.31	-7.31
Agree	235	23.8	83.1	-1.4	-2.3	100	21.5	81.7	-0.8	-1.2	93	20.4	80.96	-2.14	-3.45
Strongly Agree	167	16.9	100	0.0	1.4	85	18.3	100.0	0.0	0.8	87	19.0	100.00	0.00	2.14

My agency's policies are designed to allow employees to have a voice in agency decisions (e.g., assignment changes, discipline).

(NA = 25)	2017 N = 992 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 468 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 452 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	224	22.6	22.6	4.5	4.5	127	27.1	27.1	7.8	7.8	158	35.0	34.96	12.36	12.36
Disagree	190	19.2	41.7	-1.5	-6.2	61	13.0	40.2	9.8	2.0	68	15.0	50.00	8.30	-4.16
Weakly Disagree	202	20.4	62.1	-2.3	-0.7	92	19.7	59.8	9.6	-0.2	88	19.5	69.47	7.37	-0.93
Weakly Agree	214	21.6	83.7	-3.8	-1.5	94	20.1	79.9	7.5	-2.2	81	17.9	87.39	3.69	-3.68
Agree	94	9.5	93.2	-1.1	2.7	57	12.2	92.1	2.8	-4.7	34	7.5	94.91	1.71	-1.98
Strongly Agree	68	6.9	100	0.0	1.0	37	7.9	100.0	0.0	-2.8	23	5.1	100.00	0.00	-1.81

I trust the direction that my department's command staff is taking our agency.

(NA = 24)	2017 N = 994 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 469 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 459 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	56	5.6	5.6	3.6	3.6	43	9.2	9.2	7.2	7.2	75	16.3	16.34	10.74	10.74
Disagree	85	8.6	14.2	1.8	-1.8	32	6.8	16.0	8.8	1.7	39	8.5	24.84	10.64	-0.10
Weakly Disagree	146	14.7	28.9	4.4	2.6	81	17.3	33.3	11.8	3.0	93	20.3	45.10	16.20	5.56
Weakly Agree	252	25.4	54.2	3.6	-0.9	115	24.5	57.8	8.2	-3.6	96	20.9	66.01	11.81	-4.48
Agree	261	26.3	80.5	2.7	-0.9	119	25.4	83.2	1.6	-6.6	86	18.7	84.75	4.25	-7.56
Strongly Agree	194	19.5	100	0.0	-2.7	79	16.8	100.0	0.0	-1.6	70	15.3	100.00	0.00	-4.25

NPD policies clearly define how to interact with people who exhibit symptoms of mental illness, in order to get them the help they need.

	2017			2017-2019 Change		2019			2019-2021 Change		2021			2017-2021	
(NA = 24)	N = 993	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	N = 469	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	458	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	78	7.9	7.9	-2.1	-2.1	27	5.8	5.8	2.1	2.1	36	7.9	7.86	-0.04	-0.04
Disagree	117	11.8	19.6	-6.4	-4.3	35	7.5	13.2	0.8	-1.3	28	6.1	13.97	-5.63	-5.69
Weakly Disagree	184	18.5	38.2	-8.8	-2.3	76	16.2	29.4	2.7	1.9	83	18.1	32.10	-6.10	-0.38
Weakly Agree	239	24.1	62.2	-8.9	-0.2	112	23.9	53.3	1.9	-0.7	106	23.1	55.24	-6.96	-0.96
Agree	228	23	85.2	-6.1	2.8	121	25.8	79.1	-0.9	-2.9	105	22.9	78.17	-7.03	-0.07
Strongly Agree	147	14.8	100	0.0	6.1	98	20.9	100.0	0.0	0.9	100	21.8	100.00	0.00	7.03

NPD provides the training, resources, and tools that I need to safely resolve situations involving individuals who are in crisis situations.

	2017			2017-2019 Change		2019			2019-2021 Change		2021			2017-2021	
(NA = 22)	N = 998	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	N = 471	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	455	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	128	12.8	12.8	-3.2	-3.2	45	9.6	9.6	5.0	5.0	66	14.5	14.51	1.71	1.71
Disagree	176	17.6	30.5	-11.6	-8.3	44	9.3	18.9	4.8	-0.1	42	9.23	23.74	-6.76	-8.37
Weakly Disagree	205	20.5	51	-11.9	-0.3	95	20.2	39.1	6.9	2.0	101	22.2	45.93	-5.07	1.70
Weakly Agree	218	21.8	72.9	-9.4	2.6	115	24.4	63.5	4.6	-2.2	101	22.2	68.13	-4.77	0.40
Agree	154	15.4	88.3	-4.0	5.4	98	20.8	84.3	2.3	-2.3	84	18.5	86.59	-1.71	3.06
Strongly Agree	117	11.7	100	0.0	4.0	74	15.7	100.0	0.0	-2.3	61	13.4	100.00	0.00	1.71

The manner in which I interact with civilians influences the way the community perceives the police department.

	2017			2017-2019 Change		2019			2019-2021 Change		2021			2017-2021	
(NA = 45)	N = 999	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	N = 448	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	426	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	20	2	2	0.7	0.7	12	2.7	2.7	0.4	0.4	13	3.1	3.05	1.05	1.05
Disagree	15	1.5	3.5	0.7	0.1	7	1.6	4.2	0.0	-0.4	5	1.2	4.23	0.73	-0.33
Weakly Disagree	31	3.1	6.6	1.4	0.7	17	3.8	8.0	0.6	0.7	19	4.5	8.69	2.09	1.36
Weakly Agree	100	10	16.6	3.7	2.3	55	12.3	20.3	-3.9	-4.5	33	7.7	16.43	-0.17	-2.25
Agree	229	22.9	39.5	2.0	-1.7	95	21.2	41.5	-5.6	-1.7	83	19.5	35.92	-3.58	-3.42
Strongly Agree	604	60.5	100	0.0	-2.0	262	58.5	100.0	0.0	5.6	273	64.1	100.00	0.00	3.58

I feel my job helps the community.

	2017			2017-2019 Change		2019			2019-2021 Change		2021			2017-2021	
(NA = 43)	N = 1001	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	N = 450	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	426	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	13	1.3	1.3	0.5	0.5	8	1.8	1.8	1.0	1.0	12	2.8	2.82	1.52	1.52
Disagree	15	1.5	2.8	0.1	-0.4	5	1.1	2.9	1.1	0.1	5	1.2	3.99	1.19	-0.33
Weakly Disagree	34	3.4	6.2	2.5	2.4	26	5.8	8.7	0.7	-0.4	23	5.4	9.39	3.19	2.00
Weakly Agree	119	11.9	18.1	4.6	2.1	63	14.0	22.7	0.1	-0.6	57	13.4	22.77	4.67	1.48
Agree	268	26.8	44.9	6.4	1.9	129	28.7	51.3	-2.7	-2.8	110	25.8	48.59	3.69	-0.98
Strongly Agree	552	55.1	100	0.0	-6.4	219	48.7	100.0	0.0	2.7	219	51.4	100.00	0.00	-3.69

I routinely work with community members in my daily duties.

	2017			2017-2019 Change		2019			2019-2021 Change		2021			2017-2021	
(NA = 48)	N = 983	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	N = 445	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	418	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	86	8.8	8.8	-1.8	-1.8	31	7.0	7.0	1.6	1.6	36	8.6	8.61	-0.19	-0.19
Disagree	69	7	15.8	-0.5	1.3	37	8.3	15.3	4.3	2.7	46	11.0	19.62	3.82	4.00
Weakly Disagree	142	14.5	30.2	2.6	3.0	78	17.5	32.8	8.3	4.0	90	21.5	41.15	10.95	7.03
Weakly Agree	252	25.6	55.9	3.0	0.5	116	26.1	58.9	2.6	-5.7	85	20.3	61.48	5.58	-5.27
Agree	209	21.3	77.1	3.6	0.5	97	21.8	80.7	-4.8	-7.4	60	14.4	75.84	-1.26	-6.95
Strongly Agree	225	22.9	100	0.0	-3.6	86	19.3	100.0	0.0	4.8	101	24.2	100.00	0.00	1.26

Youth programs improve relations between the police and community.

(NA = 49)	2017 N = 993 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 444 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 424 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	21 2.1	2.1	0.8	0.8	13 2.9	2.9	0.6	0.6	15 3.5	3.54	1.44	1.44
Disagree	26 2.6	4.7	-0.2	-1.0	7 1.6	4.5	2.1	1.5	13 3.1	6.60	1.90	0.47
Weakly Disagree	46 4.6	9.4	3.9	4.2	39 8.8	13.3	0.2	-1.9	29 6.8	13.44	4.04	2.24
Weakly Agree	132 13.3	22.7	4.3	0.4	61 13.7	27.0	-2.3	-2.4	48 11.3	24.76	2.06	-1.98
Agree	252 25.4	48	7.0	2.5	124 27.9	55.0	-9.0	-6.7	90 21.2	45.99	-2.01	-4.17
Strongly Agree	516 52	100	0.0	-7.0	200 45.0	100.0	0.0	9.0	229 54.0	100.00	0.00	2.01

Law enforcement strategies in my precinct promote community relations.

(NA = 56)	2017 N = 975 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 437 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 412 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	48 4.9	4.9	-1.0	-1.0	17 3.9	3.9	1.9	1.9	24 5.8	5.83	0.93	0.93
Disagree	59 6.1	11	-3.9	-2.9	14 3.2	7.1	3.1	1.2	18 4.4	10.19	-0.81	-1.73
Weakly Disagree	145 14.9	25.9	-7.1	-3.2	51 11.7	18.8	6.0	2.9	60 14.6	24.76	-1.14	-0.34
Weakly Agree	282 28.9	54.8	-10.4	-3.3	112 25.6	44.4	2.9	-3.1	93 22.6	47.33	-7.47	-6.33
Agree	234 24	78.8	-6.7	3.7	121 27.7	72.1	-3.6	-6.6	87 21.1	68.45	-10.35	-2.88
Strongly Agree	207 21.2	100	0.0	6.7	122 27.9	100.0	0.0	3.6	130 31.6	100.00	0.00	10.35

To do their jobs well, police officers need to try to solve non-crime problems in their patrol areas.

(NA = 47)	2017 N = 997 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 446 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 424 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	33 3.3	3.3	-0.8	-0.8	11 2.5	2.5	3.4	3.4	25 5.9	5.90	2.60	2.60
Disagree	38 3.8	7.1	-1.9	-1.1	12 2.7	5.2	5.7	2.3	21 5.0	10.85	3.75	1.15
Weakly Disagree	101 10.1	17.3	-1.2	0.9	49 11.0	16.1	7.4	1.7	54 12.7	23.58	6.28	2.64
Weakly Agree	248 24.9	42.1	2.5	3.6	127 28.5	44.6	3.3	-4.2	103 24.3	47.88	5.78	-0.61
Agree	331 33.2	75.3	-0.6	-3.2	134 30.0	74.7	-4.1	-7.4	96 22.6	70.52	-4.78	-10.56
Strongly Agree	246 24.7	100	0.0	0.6	113 25.3	100.0	0.0	4.1	125 29.5	100.00	0.00	4.78

Performance evaluation measures for NPD encourage officers to engage in community policing.

(NA = 57)	2017 N = 987 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 436 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 418 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	79 8	8	-1.6	-1.6	28 6.4	6.4	5.3	5.3	49 11.7	11.72	3.72	3.72
Disagree	83 8.4	16.4	-4.0	-2.4	26 6.0	12.4	8.2	2.9	37 8.85	20.57	4.17	0.45
Weakly Disagree	177 17.9	34.4	-5.3	-1.2	73 16.7	29.1	12.0	3.8	86 20.6	41.15	6.75	2.67
Weakly Agree	269 27.3	61.6	-4.7	0.5	121 27.8	56.9	6.3	-5.7	92 22	63.16	1.56	-5.29
Agree	213 21.6	83.2	-2.5	2.3	104 23.9	80.7	-0.8	-7.1	70 16.7	79.90	-3.30	-4.85
Strongly Agree	166 16.8	100	0.0	2.5	84 19.3	100.0	0.0	0.8	84 20.1	100.00	0.00	3.30

Community policing is most effective when there is a specialized community policing unit responsible for it.

(NA = 58)	2017 N = 981 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 435 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 422 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	80 8.2	8.2	-0.8	-0.8	32 7.4	7.4	1.6	1.6	38 9.0	9.00	0.80	0.80
Disagree	88 9	17.1	-4.5	-3.7	23 5.3	12.6	3.7	2.1	31 7.3	16.35	-0.75	-1.65
Weakly Disagree	142 14.5	31.6	-3.6	0.9	67 15.4	28.0	1.3	-2.4	55 13.0	29.38	-2.22	-1.47
Weakly Agree	235 24	55.6	-4.1	-0.6	102 23.4	51.5	2.3	1.0	103 24.4	53.79	-1.81	0.41
Agree	236 24.1	79.6	-3.0	1.0	109 25.1	76.6	-4.3	-6.6	78 18.5	72.27	-7.33	-5.62
Strongly Agree	200 20.4	100	0.0	3.0	102 23.4	100.0	0.0	4.3	117 27.7	100.00	0.00	7.33

47

The community has confidence in NPD to reduce crime.

(NA = 51)	2017 N = 994	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 442	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 424	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	126	12.7	12.7	-4.1	-4.1	38	8.6	8.6	2.5	2.5	47	11.1	11.08	-1.62	-1.62
Disagree	157	15.8	28.5	-9.5	-5.4	46	10.4	19.0	-0.4	-2.9	32	7.5	18.63	-9.87	-8.25
Weakly Disagree	233	23.4	51.9	-9.4	0.1	104	23.5	42.5	0.4	0.8	103	24.3	42.92	-8.98	0.89
Weakly Agree	280	28.2	80.1	-7.2	2.1	134	30.3	72.9	-0.7	-1.1	124	29.2	72.17	-7.93	1.05
Agree	125	12.6	92.7	-3.6	3.7	72	16.3	89.1	-3.5	-2.8	57	13.4	85.61	-7.09	0.84
Strongly Agree	73	7.3	100	0.0	3.6	48	10.9	100.0	0.0	3.5	61	14.4	100.00	0.00	7.09

The fact that I could be filmed or recorded by civilians makes me change my approach to the situation.

(NA =54)	2017 N = 983	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 439	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 422	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	402	40.9	40.9			179	40.8	40.8	6.6	6.6	200	47.4	47.39	6.49	6.49
Disagree	176	17.9	58.8	-0.1	-0.1	67	15.3	56.0	8.4	1.8	72	17.1	64.45	5.65	-0.84
Weakly Disagree	109	11.1	69.9	-2.8	-2.6	54	12.3	68.3	6.3	-2.1	43	10.2	74.64	4.74	-0.91
Weakly Agree	120	12.2	82.1	-1.6	1.2	47	10.7	79.0	4.1	-2.2	36	8.5	83.18	1.08	-3.67
Agree	85	8.7	90.7	-3.1	-1.5	40	9.1	88.2	2.1	-2.0	30	7.1	90.28	-0.42	-1.59
Strongly Agree	91	9.3	100	-2.5	0.4	52	11.8	100.0	0.0	-2.1	41	9.7	100.00	0.00	0.42
				0.0	2.5										

(Note: "Cum. % Pt. Change" and "% Pt. Change" sub-headers appear in the Strongly Disagree row of the 2017-2019 Change columns.)

The fact that I could be filmed or recorded by civilians makes me less aggressive.

(NA = 57)	2017 N = 977	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 436	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 422	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	388	39.7	39.7	-0.3	-0.3	172	39.4	39.4	5.3	5.3	189	44.8	44.79	5.09	5.09
Disagree	183	18.7	58.4	-5.0	-4.7	61	14.0	53.4	8.9	3.5	74	17.5	62.32	3.92	-1.16
Weakly Disagree	131	13.4	71.9	-3.3	1.7	66	15.1	68.6	8.4	-0.4	62	14.7	77.01	5.11	1.29
Weakly Agree	113	11.6	83.4	-1.1	2.2	60	13.8	82.3	4.6	-3.8	42	10.0	86.97	3.57	-1.65
Agree	77	7.9	91.3	-2.1	-1.0	30	6.9	89.2	3.0	-1.7	22	5.2	92.18	0.88	-2.69
Strongly Agree	85	8.7	100	0.0	2.1	47	10.8	100.0	0.0	-3.0	33	7.8	100.00	0.00	-0.88

The fact that I could be filmed or recorded by civilians makes me less likely to get involved.

(NA = 56)	2017 N = 973	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 437	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 423	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	485	49.9	49.9	0.7	0.7	221	50.6	50.6	6.6	6.6	242	57.2	57.21	7.31	7.31
Disagree	169	17.4	67.2	-2.0	-2.8	64	14.6	65.2	6.9	0.2	63	14.9	72.10	4.90	-2.51
Weakly Disagree	100	10.3	77.5	-1.5	0.5	47	10.8	76.0	4.9	-2.0	37	8.7	80.85	3.35	-1.55
Weakly Agree	93	9.6	87.1	-0.4	1.2	47	10.8	86.7	1.5	-3.4	31	7.3	88.18	1.08	-2.27
Agree	56	5.8	92.8	-0.4	-0.1	25	5.7	92.4	-0.5	-1.9	16	3.8	91.96	-0.84	-2.02
Strongly Agree	70	7.2	100	0.0	0.4	33	7.6	100.0	0.0	0.5	34	8.0	100.00	0.00	0.84

Community complaints about NPD change the way NPD officers perform their jobs.

(NA = 52)	2017 N = 983	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 441	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 420	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	83	8.4	8.4	1.1	1.1	42	9.5	9.5	3.8	3.8	56	13.3	13.33	4.93	4.93
Disagree	70	7.1	15.6	0.3	-0.8	28	6.3	15.9	4.6	0.8	30	7.1	20.48	4.88	0.04
Weakly Disagree	141	14.3	29.9	0.5	0.2	64	14.5	30.4	4.9	0.2	62	14.8	35.24	5.34	0.46
Weakly Agree	212	21.6	51.5	6.1	5.6	120	27.2	57.6	-1.2	-6.0	89	21.2	56.43	4.93	-0.41
Agree	238	24.2	75.7	-0.4	-6.5	78	17.7	75.3	-3.6	-2.4	64	15.2	71.67	-4.03	-8.96
Strongly Agree	239	24.3	100	0.0	0.4	109	24.7	100.0	0.0	3.6	119	28.3	100.00	0.00	4.03

Fear of being unfairly disciplined changes the way many police officers do their jobs.

(NA = 50)	2017 N = 992	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 443	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 420	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	55	5.5	5.5	-1.7	-1.7	17	3.8	3.8	3.1	3.1	29	6.9	6.90	1.40	1.40
Disagree	45	4.5	10.1	-3.1	-1.3	14	3.2	7.0	3.2	0.2	14	3.3	10.24	0.14	-1.17
Weakly Disagree	85	8.6	18.7	-0.2	2.9	51	11.5	18.5	0.8	-2.5	38	9.0	19.29	0.59	0.45
Weakly Agree	159	16	34.7	4.4	4.5	91	20.5	39.1	-2.1	-2.9	74	17.6	36.90	2.20	1.62
Agree	263	26.5	61.2	-1.8	-6.2	90	20.3	59.4	-7.0	-4.8	65	15.5	52.38	-8.82	-11.02
Strongly Agree	385	38.8	100	0.0	1.8	180	40.6	100.0	0.0	7.0	200	47.6	100.00	0.00	8.82

I am afraid I will be punished for making an honest mistake.

(NA = 53)	2017 N = 994	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 440	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 416	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	115	11.6	11.6	-4.8	-4.8	30	6.8	6.8	2.3	2.3	38	9.1	9.13	-2.47	-2.47
Disagree	73	7.3	18.9	-3.2	1.6	39	8.9	15.7	3.5	1.2	42	10.1	19.23	0.33	2.80
Weakly Disagree	99	10	28.9	-0.9	2.3	54	12.3	28.0	2.1	-1.5	45	10.8	30.05	1.15	0.82
Weakly Agree	176	17.7	46.6	2.3	3.2	92	20.9	48.9	-2.0	-4.1	70	16.8	46.88	0.27	-0.87
Agree	217	21.8	68.4	-2.0	-4.3	77	17.5	66.4	-4.8	-2.8	61	14.7	61.54	-6.86	-7.14
Strongly Agree	314	31.6	100	0.0	2.0	148	33.6	100.0	0.0	4.8	160	38.5	100.00	0.00	6.86

NPD command staff takes a tough stance on improper behavior by police.

(NA = 53)	2017 N = 988	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 440	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 420	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	30	3	3	0.4	0.4	15	3.4	3.4	-1.0	-1.0	10	2.4	2.38	-0.62	-0.62
Disagree	35	3.6	6.6	-1.1	-1.6	9	2.0	5.5	0.0	1.0	13	3.1	5.48	-1.12	-0.50
Weakly Disagree	73	7.4	14	0.5	1.7	40	9.1	14.5	-0.3	-0.3	37	8.8	14.29	0.29	1.41
Weakly Agree	197	19.9	33.9	-2.1	-2.6	76	17.3	31.8	-3.5	-3.2	59	14.0	28.33	-5.57	-5.85
Agree	304	30.8	64.7	-4.7	-2.6	124	28.2	60.0	-9.0	-5.6	95	22.6	50.95	-13.75	-8.18
Strongly Agree	349	35.3	100	0.0	4.7	176	40.0	100.0	0.0	9.0	206	49.0	100.00	0.00	13.75

It is not unusual for a police officer in Newark to turn a blind eye to improper conduct by other officers.

(NA = 62)	2017 N = 989	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 431	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 418	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	262	26.5	26.5	7.8	7.8	148	34.3	34.3	9.9	9.9	185	44.3	44.26	17.76	17.76
Disagree	196	19.8	46.3	9.4	1.5	92	21.3	55.7	10.3	0.4	91	21.8	66.03	19.73	1.97
Weakly Disagree	161	16.3	62.6	9.6	0.2	71	16.5	72.2	7.5	-2.8	57	13.6	79.67	17.07	-2.66
Weakly Agree	197	19.9	82.5	4.0	-5.5	62	14.4	86.5	2.0	-5.5	37	8.9	88.52	6.02	-11.05
Agree	103	10.4	92.9	-0.6	-4.6	25	5.8	92.3	2.6	0.7	27	6.5	94.98	2.08	-3.94
Strongly Agree	70	7.1	100	0.0	0.6	33	7.7	100.0	0.0	-2.6	21	5.0	100.00	0.00	-2.08

An officer in Newark who reports another officer's misconduct is likely to be given the cold shoulder by fellow officers.

(NA = 60)	2017 N = 988	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 433	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 415	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	193	19.5	19.5	0.8	0.8	88	20.3	20.3	9.3	9.3	123	29.6	29.64	10.14	10.14
Disagree	132	13.4	32.9	2.4	1.6	65	15.0	35.3	10.4	1.1	67	16.1	45.78	12.88	2.74
Weakly Disagree	167	16.9	49.8	6.6	4.1	91	21.0	56.4	6.5	-3.9	71	17.1	62.89	13.09	0.21
Weakly Agree	193	19.5	69.3	9.5	2.9	97	22.4	78.8	-0.4	-7.0	64	15.4	78.31	9.01	-4.08
Agree	153	15.5	84.8	3.4	-6.0	41	9.5	88.2	2.9	3.3	53	12.8	91.08	6.28	-2.73
Strongly Agree	150	15.2	100	0.0	-3.4	51	11.8	100.0	0.0	-2.9	37	8.9	100.00	0.00	-6.28

Police officers in Newark treat white people better than they do black people.

(NA = 55)	2017 N = 989 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 438 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 418 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	573 57.9	57.9	6.3	6.3	281 64.2	64.2	3.3	3.3	282 67.5	67.46	9.56	9.56
Disagree	149 15.1	73	3.3	-3.0	53 12.1	76.3	3.4	0.1	51 12.2	79.67	6.67	-2.90
Weakly Disagree	77 7.8	80.8	3.0	-0.3	33 7.5	83.8	3.8	0.4	33 7.9	87.56	6.76	0.09
Weakly Agree	72 7.3	88.1	3.5	0.5	34 7.8	91.6	1.3	-2.5	22 5.3	92.82	4.72	-2.04
Agree	48 4.9	92.9	2.8	-0.8	18 4.1	95.7	-0.2	-1.5	11 2.6	95.45	2.55	-2.27
Strongly Agree	70 7.1	100	0.0	-2.8	19 4.3	100.0	0.0	0.2	19 4.5	100.00	0.00	-2.55

Police officers in Newark treat white people better than they do people who are Latino.

(NA = 56)	2017 N = 989 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 437 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 418 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	571 57.7	57.7	6.4	6.4	280 64.1	64.1	2.4	2.4	278 66.5	66.51	8.81	8.81
Disagree	152 15.4	73.1	3.8	-2.6	56 12.8	76.9	2.5	0.1	54 12.9	79.43	6.33	-2.48
Weakly Disagree	86 8.7	81.8	2.4	-1.4	32 7.3	84.2	4.5	2.0	39 9.3	88.76	6.96	0.63
Weakly Agree	80 8.1	89.9	3.2	0.8	39 8.9	93.1	0.2	-4.4	19 4.5	93.30	3.40	-3.55
Agree	44 4.5	94.3	2.5	-0.8	16 3.7	96.8	-0.4	-0.6	13 3.1	96.41	2.11	-1.39
Strongly Agree	56 5.7	100	0.0	-2.5	14 3.2	100.0	0.0	0.4	15 3.6	100.00	0.00	-2.11

Police officers in Newark often treat people who are lesbian, gay, bisexual, or transgender with less respect than others.

(NA = 56)	2017 N = 991 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 437 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 418 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	601 60.7	60.7	8.6	8.6	303 69.3	69.3	-1.2	-1.2	285 68.2	68.18	7.48	7.48
Disagree	175 17.7	78.3	5.0	-3.7	61 14.0	83.3	2.1	3.3	72 17.2	85.41	7.11	-0.48
Weakly Disagree	94 9.5	87.8	1.4	-3.6	26 5.9	89.2	2.6	0.5	27 6.46	91.87	4.07	-3.04
Weakly Agree	57 5.8	93.5	2.4	0.8	29 6.6	95.9	0.8	-1.9	20 4.78	96.65	3.15	-1.02
Agree	41 4.1	97.7	0.7	-1.6	11 2.5	98.4	0.4	-0.4	9 2.15	98.80	1.10	-1.95
Strongly Agree	23 2.3	100	0.0	-0.7	7 1.6	100.0	0.0	-0.4	5 1.2	100.00	0.00	-1.10

0.0

Police officers in Newark treat people who do not speak English with less respect than English speakers.

(NA =56)	2017 N = 993 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 437 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 418 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	557 56.1	56.1	8.7	8.7	283 64.8	64.8	0.3	0.3	272 65.1	65.07	8.97	8.97
Disagree	178 17.9	74	4.3	-4.4	59 13.5	78.3	3.1	2.8	68 16.3	81.34	7.34	-1.63
Weakly Disagree	119 12	86	0.5	-3.8	36 8.2	86.5	3.9	0.9	38 9.09	90.43	4.43	-2.91
Weakly Agree	77 7.8	93.8	0.7	0.2	35 8.0	94.5	1.9	-2.0	25 5.98	96.41	2.61	-1.82
Agree	33 3.3	97.1	0.8	0.1	15 3.4	97.9	-0.1	-2.0	6 1.44	97.85	0.75	-1.86
Strongly Agree	29 2.9	100	0.0	-0.8	9 2.1	100.0	0.0	0.1	9 2.15	100.00	0.00	-0.75

Police officers in Newark are more likely to use physical force against black people than white people in similar situations.

(NA = 63)	2017 N = 991 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 430 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 419 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	604 61	61	8.3	8.3	298 69.3	69.3	1.3	1.3	296 70.6	70.64	9.64	9.64
Disagree	135 13.6	74.6	5.4	-2.9	46 10.7	80.0	0.4	-0.9	41 9.8	80.43	5.83	-3.81
Weakly Disagree	81 8.2	82.7	5.0	-0.5	33 7.7	87.7	1.1	0.7	35 8.4	88.78	6.08	0.15
Weakly Agree	59 6	88.7	4.3	-0.7	23 5.3	93.0	-0.4	-1.5	16 3.8	92.60	3.90	-2.18
Agree	52 5.3	94	2.0	-2.3	13 3.0	96.0	0.4	0.8	16 3.8	96.42	2.42	-1.48
Strongly Agree	60 6.1	100	0.0	-2.1	17 4.0	100.0	0.0	-0.4	15 3.6	100.00	0.00	-2.52

50

Police officers in Newark are more likely to use physical force against people who are Latino than white people in similar situations.

(NA = 62)	2017 N = 989 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 431 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 420 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	606 61.3	61.3	8.8	8.8	302 70.1	70.1	1.1	1.1	299 71.2	71.19	9.89	9.89
Disagree	132 13.4	74.6	7.5	-1.3	52 12.1	82.1	-0.7	-1.8	43 10.2	81.43	6.83	-3.16
Weakly Disagree	94 9.5	84.1	4.5	-3.0	28 6.5	88.6	1.1	1.8	35 8.3	89.76	5.66	-1.17
Weakly Agree	65 6.6	90.7	4.2	-0.3	27 6.3	94.9	-0.8	-2.0	18 4.3	94.05	3.35	-2.31
Agree	53 5.4	76.1	21.8	-2.4	13 3.0	97.9	-0.8	0.1	13 3.1	97.14	21.04	-2.30
Strongly Agree	39 3.9	100	0.0	-1.8	9 2.1	100.0	0.0	0.8	12 2.9	100.00	0.00	-1.04

Generally, officers in my precinct are respected by adults in the community.

(NA = 65)	2017 N = 990 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 428 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 405 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	37 3.7	3.7	0.3	0.3	17 4.0	4.0	2.2	2.2	25 6.2	6.17	2.47	2.47
Disagree	48 4.9	8.6	-1.8	-2.1	12 2.8	6.8	3.1	0.9	15 3.7	9.88	1.28	-1.20
Weakly Disagree	120 12.1	20.7	1.3	3.1	65 15.2	22.0	6.2	3.1	74 18.3	28.15	7.45	6.17
Weakly Agree	293 29.6	50.3	1.6	0.3	128 29.9	51.9	0.0	-6.2	96 23.7	51.85	1.55	-5.90
Agree	319 32.2	82.5	-1.7	-3.2	124 29.0	80.8	-5.8	-5.8	94 23.2	75.06	-7.44	-8.99
Strongly Agree	173 17.5	100	0.0	1.7	82 19.2	100.0	0.0	5.8	101 24.9	100.00	0.00	7.44

Generally, officers in my precinct are respected by juveniles in the community.

(NA = 70)	2017 N = 987 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 423 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 404 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	151 15.3	15.3	2.7	2.7	76 18.0	18.0	0.6	0.6	75 18.6	18.56	3.26	3.26
Disagree	192 19.5	34.8	-3.4	-6.0	57 13.5	31.4	2.2	1.6	61 15.1	33.66	-1.14	-4.40
Weakly Disagree	211 21.4	56.1	-2.2	1.1	95 22.5	53.9	6.2	4.0	107 26.5	60.15	4.05	5.09
Weakly Agree	222 22.5	78.6	0.4	2.6	106 25.1	79.0	-2.2	-8.5	67 16.6	76.73	-1.87	-5.92
Agree	145 14.7	93.3	-1.8	-2.2	53 12.5	91.5	-3.4	-1.1	46 11.4	88.12	-5.18	-3.31
Strongly Agree	66 6.7	100	0.0	1.8	36 8.5	100.0	0.0	3.4	48 11.9	100.00	0.00	5.18

Generally, residents in the community I work in trust NPD.

(NA = 68)	2017 N = 994 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 425 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 406 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	82 8.3	8.3	-0.3	-0.3	34 8.0	8.0	0.6	0.6	35 8.6	8.62	0.32	0.32
Disagree	112 11.3	19.5	-4.2	-4.0	31 7.3	15.3	0.0	-0.6	27 6.7	15.27	-4.23	-4.65
Weakly Disagree	223 22.4	42	-3.9	0.4	97 22.8	38.1	1.8	1.8	100 24.6	39.90	-2.10	2.23
Weakly Agree	319 32.1	74	-1.3	2.5	147 34.6	72.7	-6.9	-8.7	105 25.9	65.76	-8.24	-6.24
Agree	174 17.5	91.6	0.6	2.0	83 19.5	92.2	-6.3	0.7	82 20.2	85.96	-5.64	2.70
Strongly Agree	84 8.5	100	0.0	-0.7	33 7.8	100.0	0.0	6.3	57 14.0	100.00	0.00	5.54

Generally, NPD today receives more support from the community than one year ago.

(NA = 73)	2017 N = 992 %	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 420 %	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 404 %	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	147 14.8	14.8	-5.8	-5.8	38 9.0	9.0	3.6	3.6	51 12.6	12.62	-2.18	-2.18
Disagree	150 15.1	29.9	-13.0	-7.2	33 7.9	16.9	2.4	-1.2	27 6.7	19.31	-10.59	-8.42
Weakly Disagree	226 22.8	52.7	-15.3	-2.3	86 20.5	37.4	0.5	-1.9	75 18.6	37.87	-14.83	-4.24
Weakly Agree	246 24.8	77.5	-7.5	7.8	137 32.6	70.0	-11.3	-11.8	84 20.8	58.66	-18.84	-4.01
Agree	149 15	92.5	-3.7	3.8	79 18.8	88.8	-8.9	2.5	86 21.3	79.95	-12.55	6.29
Strongly Agree	74 7.5	100	0.0	3.7	47 11.2	100.0	0.0	8.9	81 20.0	100.00	0.00	12.55

The community does not understand the risks officers face in their job.

(NA = 64)	2017 N = 996	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 429	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 407	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	42	4.2	4.2	-2.3	-2.3	8	1.9	1.9	0.8	0.8	11	2.7	2.70	-1.50	-1.50
Disagree	37	3.7	7.9	-3.9	-1.6	9	2.1	4.0	1.9	1.1	13	3.2	5.90	-2.00	-0.51
Weakly Disagree	52	5.2	13.2	-2.2	1.8	30	7.0	11.0	1.6	-0.4	27	6.6	12.53	-0.67	1.43
Weakly Agree	103	10.3	23.5	2.1	4.4	63	14.7	25.6	0.4	-1.2	55	13.5	26.04	2.54	3.21
Agree	247	24.8	48.3	0.9	-1.3	101	23.5	49.2	-2.3	-2.7	85	20.9	46.93	-1.37	-3.92
Strongly Agree	515	51.7	100	0.0	-0.9	218	50.8	100.0	0.0	2.3	216	53.1	100.00	0.00	1.37

Being a police officer is a dangerous job.

(NA = 65)	2017 N = 995	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 428	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 406	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	25	2.5	2.5	-1.3	-1.3	5	1.2	1.2	0.6	0.6	7	1.7	1.72	-0.78	-0.78
Disagree	5	0.5	3	-1.6	-0.3	1	0.2	1.4	0.6	0.0	1	0.2	1.97	-1.03	-0.25
Weakly Disagree	10	1	4	-1.0	0.6	7	1.6	3.0	0.4	-0.2	6	1.5	3.45	-0.55	0.48
Weakly Agree	25	2.5	6.5	-0.7	0.3	12	2.8	5.8	0.6	0.2	12	3.0	6.40	-0.10	0.46
Agree	148	14.9	21.4	-1.5	-0.9	60	14.0	19.9	-0.9	-1.5	51	12.6	18.97	-2.43	-2.34
Strongly Agree	782	78.6	100	0.0	1.5	343	80.1	100.0	0.0	0.9	329	81.0	100.00	0.00	2.43

My career has been negatively affected by citizen complaints.

(NA = 67)	2017 N = 992	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 426	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 404	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	503	50.7	50.7	-2.1	-2.1	207	48.6	48.6	3.6	3.6	211	52.2	52.23	1.53	1.53
Disagree	169	17	67.7	-0.6	1.5	79	18.5	67.1	0.9	-2.7	64	15.8	68.07	0.37	-1.16
Weakly Disagree	113	11.4	79.1	0.0	0.6	51	12.0	79.1	-1.4	-2.3	39	9.7	77.72	-1.38	-1.75
Weakly Agree	94	9.5	88.6	1.5	1.5	47	11.0	90.1	-5.5	-4.1	28	6.9	84.65	-3.95	-2.57
Agree	34	3.4	92	3.1	1.5	21	4.9	95.1	-7.2	-1.7	13	3.2	87.87	-4.13	-0.18
Strongly Agree	79	8	100	0.0	-3.1	21	4.9	100.0	0.0	7.2	49	12.1	100.00	0.00	4.13

Having police wear cameras improves relations between the police and community.

(NA = 63)	2017 N = 997	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 430	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 403	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	108	10.8	10.8	2.5	2.5	57	13.3	13.3	0.1	0.1	54	13.4	13.40	2.60	2.60
Disagree	58	5.8	16.7	3.3	0.9	29	6.7	20.0	-0.6	-0.8	24	6.0	19.35	2.65	0.16
Weakly Disagree	128	12.8	29.5	4.9	1.6	62	14.4	34.4	-1.7	-1.0	54	13.4	32.75	3.25	0.60
Weakly Agree	222	22.3	51.8	8.2	3.3	110	25.6	60.0	-8.9	-7.2	74	18.4	51.12	-0.68	-3.94
Agree	212	21.3	73	6.3	-2.0	83	19.3	79.3	-10.3	-1.4	72	17.9	68.98	-4.02	-3.43
Strongly Agree	269	27	100	0.0	-6.3	89	20.7	100.0	0.0	10.3	125	31.0	100.00	0.00	4.02

Footage from police officers' body-worn cameras should be made available to the public.

(NA = 66)	2017 N = 988	%	Cumulative %	2017-2019 Change Cum. % Pt. Change	% Pt. Change	2019 N = 427	%	Cumulative %	2019-2021 Change Cum. % Pt. Change	% Pt. Change	2021 401	%	Cumulative %	2017-2021 Cum. % Pt. Change	% Pt. Change
Strongly Disagree	186	18.8	18.8	7.0	7.0	110	25.8	25.8	0.2	0.2	104	25.9	25.94	7.14	7.14
Disagree	112	11.3	30.2	7.7	0.9	52	12.2	37.9	-0.5	-0.7	46	11.5	37.41	7.21	0.17
Weakly Disagree	144	14.6	44.7	9.4	1.6	69	16.2	54.1	4.8	5.3	86	21.4	58.85	14.15	6.85
Weakly Agree	192	19.5	64.3	9.0	-0.3	82	19.2	73.3	1.3	-3.5	63	15.7	74.56	10.26	-3.79
Agree	138	14	78.2	7.7	-1.4	54	12.6	85.9	-0.9	-2.2	42	10.5	85.04	6.84	-3.53
Strongly Agree	215	21.8	100	0.0	-7.7	60	14.1	100.0	0.0	0.9	60	15.0	100.00	0.00	-6.84

When wearing a camera, officers are less likely to use force even when it is necessary.

(NA =68)	2017 N = 989	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2019 N = 425	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2021 405	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	190	19.2	19.2	-0.1	-0.1	81	19.1	19.1	2.4	2.4	87	21.5	21.48	2.28	2.28
Disagree	127	12.8	32.1	-4.3	-4.1	37	8.7	27.8	3.6	1.2	40	9.9	31.36	-0.74	-2.92
Weakly Disagree	167	16.9	48.9	-3.3	1.0	76	17.9	45.6	-2.7	-6.3	47	11.6	42.96	-5.94	-5.30
Weakly Agree	189	19.1	68.1	-2.7	0.7	84	19.8	65.4	-7.1	-4.5	62	15.3	58.27	-9.83	-3.79
Agree	159	16.1	84.1	-5.0	-2.5	58	13.6	79.1	-6.0	1.2	60	14.8	73.09	-11.01	-1.29
Strongly Agree	157	15.9	100	0.0	5.0	89	20.9	100.0	0.0	6.0	109	26.9	100.00	0.00	11.01

Repeated media coverage questioning police use of force has made it more difficult to do my job.

(NA =62)	2017 N = 999	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2019 N = 431	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2021 405	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	107	10.7	10.7	1.1	1.1	51	11.8	11.8	-0.7	-0.7	45	11.1	11.11	0.41	0.41
Disagree	83	8.3	19	0.5	-0.6	33	7.7	19.5	-1.7	-1.0	27	6.7	17.78	-1.22	-1.63
Weakly Disagree	88	8.8	27.8	5.1	4.7	58	13.5	32.9	-5.3	-3.6	40	9.9	27.65	-0.15	1.08
Weakly Agree	155	15.5	43.3	8.7	3.5	82	19.0	52.0	-9.0	-3.7	62	15.3	42.96	-0.34	-0.19
Agree	223	22.3	65.7	3.0	-5.6	72	16.7	68.7	-10.4	-1.4	62	15.3	58.27	-7.43	-6.99
Strongly Agree	343	34.3	100	0.0	-3.0	135	31.3	100.0	0.0	10.4	169	41.7	100.00	0.00	7.43

Repeated media coverage questioning police use of force has made it more dangerous to be a law enforcement officer.

(NA = 68)	2017 N = 996	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2019 N = 425	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2021 405	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	72	7.2	7.2	1.3	1.3	36	8.5	8.5	-3.3	-3.3	21	5.2	5.19	-2.01	-2.01
Disagree	48	4.8	12.1	1.3	0.1	21	4.9	13.4	-4.5	-1.2	15	3.7	8.89	-3.21	-1.10
Weakly Disagree	65	6.5	18.6	5.4	4.1	45	10.6	24.0	-8.7	-4.2	26	6.4	15.31	-3.29	-0.08
Weakly Agree	104	10.4	29	9.4	4.0	61	14.4	38.4	-11.2	-2.5	48	11.9	27.16	-1.84	1.45
Agree	229	23	52	5.2	-4.2	80	18.8	57.2	-15.7	-4.5	58	14.3	41.48	-10.52	-8.68
Strongly Agree	478	48	100	0.0	-5.2	182	42.8	100.0	0.0	15.7	237	58.5	100.00	0.00	10.52

Repeated media coverage questioning police use of force has caused me to be more apprehensive about using force even though it may be necessary.

(NA = 67)	2017 N = 991	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2019 N = 426	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2021 402	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	180	18.2	18.2	0.3	0.3	79	18.5	18.5	2.8	2.8	86	21.4	21.39	3.19	3.19
Disagree	135	13.6	31.8	0.6	0.2	59	13.8	32.4	2.2	-0.7	53	13.2	34.58	2.78	-0.42
Weakly Disagree	136	13.7	45.5	2.9	2.3	68	16.0	48.4	-2.8	-5.0	44	10.9	45.52	0.02	-2.75
Weakly Agree	171	17.3	62.8	2.2	-0.6	71	16.7	65.0	-7.1	-4.2	50	12.4	57.96	-4.84	-4.86
Agree	170	17.2	79.9	0.1	-2.2	64	15.0	80.0	-6.7	0.4	62	15.4	73.38	-6.52	-1.78
Strongly Agree	199	20.1	100	0.0	-0.1	85	20.0	100.0	0.0	6.7	107	26.6	100.00	0.00	6.52

Repeated media coverage questioning police use of force has caused me to be less likely to want to work with community members to solve local problems.

(NA = 69)	2017 N = 995	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2019 N = 424	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	2021 404	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	337	33.9	33.9	0.8	0.8	147	34.7	34.7	6.9	6.9	168	41.6	41.58	7.68	7.68
Disagree	222	22.3	56.2	1.8	1.0	99	23.3	58.0	3.6	-3.3	81	20.0	61.63	5.43	-2.25
Weakly Disagree	141	14.2	70.4	2.0	0.2	61	14.4	72.4	3.1	-0.5	56	13.9	75.50	5.10	-0.34
Weakly Agree	143	14.4	84.7	3.0	0.9	65	15.3	87.7	-3.1	-6.2	37	9.2	84.65	-0.05	-5.24
Agree	77	7.7	92.5	0.9	-2.0	24	5.7	93.4	-4.3	-1.2	18	4.5	89.11	-3.39	-3.24
Strongly Agree	75	7.5	100	0.0	-0.9	28	6.6	100.0	0.0	4.3	44	10.9	100.00	0.00	3.39

Repeated media coverage questioning police use of force has made it less enjoyable to have a career in law enforcement.														
		2017		2017-2019 Change			2019		2019-2021 Change			2021		2017-2021
(NA = 68)	N = 993	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	N = 425	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	403	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	208	21	21	-2.6	-2.6	78	18.4	18.4	-3.7	-3.7	59	14.6	14.64	-6.36	-6.36
Disagree	143	14.4	35.4	-3.9	-1.2	56	13.2	31.5	-5.2	-1.5	47	11.7	26.30	-9.10	-2.74
Weakly Disagree	129	13	48.3	-2.4	1.4	61	14.4	45.9	-4.9	0.3	59	14.6	40.94	-7.36	1.64
Weakly Agree	173	17.4	65.8	-1.1	1.4	80	18.8	64.7	-10.9	-5.9	52	12.9	53.85	-11.95	-4.50
Agree	146	14.7	80.5	2.3	3.4	77	18.1	82.8	-16.6	-5.7	50	12.4	66.25	-14.25	-2.29
Strongly Agree	194	19.5	100	0.0	-2.3	73	17.2	100.0	0.0	16.6	136	33.7	100.00	0.00	14.25

Repeated media coverage questioning police use of force has caused my coworkers to be more apprehensive about using force even though it may be necessary.														
		2017		2017-2019 Change			2019		2019-2021 Change			2021		2017-2021
(NA = 69)	N = 992	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	N = 424	%	Cumulative %	Cum. % Pt. Change	% Pt. Change	404	%	Cumulative %	Cum. % Pt. Change	% Pt. Change
Strongly Disagree	133	13.4	13.4	-0.2	-0.2	56	13.2	13.2	-3.8	-3.8	38	9.4	9.41	-3.99	-3.99
Disagree	120	12.1	25.5	-1.7	-1.5	45	10.6	23.8	-5.5	-1.7	36	8.9	18.32	-7.18	-3.19
Weakly Disagree	141	14.2	39.7	-2.0	-0.3	59	13.9	37.7	-5.6	-0.1	56	13.9	32.18	-7.52	-0.34
Weakly Agree	189	19.1	58.8	-1.5	0.5	83	19.6	57.3	-9.8	-4.2	62	15.3	47.52	-11.28	-3.75
Agree	188	19	77.7	-2.2	-0.8	77	18.2	75.5	-9.4	0.4	75	18.6	66.09	-11.61	-0.44
Strongly Agree	221	22.3	100	0.0	2.2	104	24.5	100.0	0.0	9.4	137	33.9	100.00	0.00	11.61