
MEMORANDUM

FROM: New Jersey Institute for Social Justice
TO: Newark Police Division Consent Decree Planning Unit
RE: Community Policing Policy Community Feedback
DATE: August 29, 2018

Introduction

This memorandum provides a summary of community feedback concerning the Newark Police Division’s (NPD) draft *Community Policing* policy received at the August 23, 2018 community policy review forum at the Training, Recreation Education Center at 55 Ludlow Street. The community feedback received from this forum is attached to this memorandum with identifying information redacted.

In addition to the August 23 community meeting, NPD also held preliminary meetings across police precincts prior to creating the policy draft and requested written feedback on the draft policy via its website.

The community feedback below is grouped by policy section. Space has been provided to aid NPD in providing a response to the public on why certain community feedback will be/will not be incorporated into the finalized policy.

DEFINITIONS
(Policy Section III)

1. Community Policing Definition

Draft Policy:

- The draft policy defines Community Policing as “a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”

Feedback and Recommendations:

- This definition was too long and wordy, and the use of the word “philosophy” makes it seem like community policing is optional.
- This definition speaks more to “community engagement” than “community policing”—there is a difference.
- What role does interacting with youth have in community engagement?
- It is also unclear what “systematic” partnerships will be employed, if community members will have input into the “promot[ion]” of organizational strategies, and what role grassroots organizing and social programs will have in carrying out this vision.
- There should be examples in this definition of what community policing looks like in practice.
- Facilitators also proposed the following question to community members—“What does community policing mean to you?” The following are the responses:
 - Community policing is about the police and community building trust and a working relationship to keep the community safe.
 - Community policing means seeing officers outside of their cars and knowing the names of community members in their area.
 - Community policing is about making peace and having police share information and educate the community; something as simple as a smile could work toward the idea of community policing.
 - Community policing means being able to approach an officer without the fear of being attacked, shut down, or that my concern doesn’t matter.
 - Community policing is just a buzzword and doesn’t mean anything unless community members are actively involved in policing, such as through influencing the community policing policy.
 - Community policing will be messy because it is speaking to the resolution of social issues.
 - Community policing requires active engagement with everyone in the community and the sharing of important information (reports, data, initiatives, etc.).
 - Community policing means transparency, holding people accountable, and providing access to important community resources (such as 24-hour trauma care).
 - Personal engagement techniques (NPD visibility, speaking with community members, being on a first-name basis) should be the primary purpose of community policing.
 - Community policing requires an emphasis on employing NPD members who are from Newark.

NPD Response:

The Community Policing Policy definition of community policing mirrors the definition provided by the [Community Oriented Policing Services of the U.S. Department of Justice](#). The word philosophy here relates to its [definition \(4a\)](#) as a basic concept, belief and attitude. Furthermore as outlined in Section IV, “All Division members shall be responsible for complying with this policy” eliminates any ambiguity in regards to community policing being optional.

As stated in Section II of the policy “it is the goal of the Newark Police Division to foster a **true collaborative partnership through positive community engagement, build public trust** between the Division and the community, and promote safe communities by reducing crime, particularly violent crime. To achieve these goals, the Newark Police Division and its members shall approach **all interactions with the public** as opportunities to enhance the perception of law enforcement and build upon public trust. Additionally section VII B 4d describes the Juvenile Services Section which is responsible for developing/continuing programs designed to prevent juvenile delinquency; diverting juvenile offenders out of the juvenile justice system; facilitating stationhouse adjustments; participating in community recreational youth programs.

Examples of “systematic” partnerships (listed in section VII B 4), NPD currently engages in include but are not limited to;

- **Precinct Community Meetings** where Precinct Commanders host monthly community meetings within each precinct to allow community residents, other community stakeholders and police to discuss chronic problems within each precinct where an ongoing dialogue can exist.
- **Newark Community Street Team (NCST) - Public Safety Roundtable** where, on an ongoing basis, South Ward residents, NPD commanders, elected officials and community based service providers participate in a community driven forum to discuss ways to reduce violence and crime.
- **Retaliation Protocol (NCST)** - is an innovative approach for the reduction of retaliatory violence through a rapid response to incidents of violence by High Risk Interventionist members of the NCST with the purpose to control rumor, victim support and help restore a sense of safety in the community.
- **Operation Conversation - Cops and Kids:** where performance, improvisation and conversation help inner-city teenagers and police officers develop a positive relationship.

(Additional examples have been added to the policy.)

TRAINING
(Policy Section V)

General Comments

Feedback and Recommendations:

- Community members should be involved in developing the training.
- The training should be used to change the culture of NPD.
- All NPD members should have to undergo the Equal Justice Trauma training.
Who is doing the training?

NPD Response:

How community members will be involved in the development of training has been added to section VII B 4 of the policy. Training is certainly part of changing the culture of the NPD; however, policies guide conduct and performance, which is also part of the culture. Review of Body Worn Camera video, random audits and inspections of reports will ensure policies and procedures are being followed. Equal Justice USA created the [*“From Trauma to Trust: Police & Community Collaborative Training”*](#), launched in 2016, which uses the public health lens of trauma to create the necessary space for police and community to work together to effectively reduce violence and increase community health and wellbeing. A team of facilitators from EJUSA guides training to help participants understand the symptoms of community trauma and vicarious trauma as well as build necessary skills to address and problem-solve when trauma arises. These trainings focus on the development and maintenance of trust between NPD and community members.

ORGANIZATIONAL STRUCTURE
(Policy Section VI)

1. Decentralized Implementation

Draft Policy:

- The draft policy outlines three approaches for decentralized implementation of the policy goals:
 - **Goal 1:** “The Division recognizes that the unique and diverse nature of the City requires individualized solutions that will address challenges faced by all groups within the community”;
 - **Goal 2:** “Precinct commanders have the autonomy to address the specific concerns of the communities they serve and to use available personnel and discretionary resources under their command to target crime or emerging violence”; and

- **Goal 3:** “Precinct commanders are responsible for implementing Neighborhood Policing Plans, which include strategies and tailoring techniques that are unique to their precinct’s crime conditions to provide a more localized approach to problem-solving and crime reduction.”

Feedback and Recommendations:

- **Goal 1:**
 - There was concern over what “individualized solutions” means and how you provide “individualized solutions” without targeting people or racially profiling them.
- **Goal 3:**
 - There should be further discussion into what neighborhood policing plans are and how they will be used.
 - Community members should be involved in writing the neighborhood policing plans to make sure they are steeped in the language of the Newark population rather than police terminology.
 - Neighborhood policing plans should be imbued with restorative justice practices and have a focus on police officers humanizing their community members.
 - There should be better communication with community members in developing and promoting the neighborhood policing plans.
 - What happens if precinct commanders don’t implement the neighborhood policing plans?
 - How do you ensure the standardization of expectations across precincts?

NPD Response:

The Policy has been changed to eliminate the word *individualized* and changed to *unique and diverse*. The Neighborhood Policing Plans Appendix has been added to the policy which directs commanders to collaborate with community members, including residents, business owners, faith-based organizations, school officials, and other service organizations. Concentrated efforts will be made to address the issues identified jointly by the community and police as problematic, with realistic solutions. Implementation of the Neighborhood Policing Plans, as stated above, is part of the Community Policing Policy which is a General Order. There is no ambiguity, no options, an officer failure to obey an order will result in discipline. Discipline for disobedience of orders are described in the [Disciplinary Matrix Policy](#). Expectations are part of the Neighborhood Policing Plans, which is a General Order all Precinct Commanders have to follow.

2. Geographic Responsibility

Draft Policy:

- In this section, the draft policy outlines the importance of sector integrity, or “the action of assigning the same officers to the same sectors consistently, giving officers the opportunity to take ownership of their assigned sector(s) and develop lasting positive relationships within their assigned sector(s).”

Feedback and Recommendations:

- The language describing sector integrity is complicated and unclear
- Something to consider adding is how sector integrity can help police build rapport and relationships with community members, especially given the current turnover of community-based officers.

NPD Response:

The definition for “*Sector Integrity*” has been modified further to add some clarity. An additional paragraph has been added to the geographical responsibility section to further articulate how sector integrity can help police build rapport and relationships with community members.

PROCEDURES **(Policy Section VII)**

1. Procedural Justice

Draft Policy:

- Section VII of the policy, among other things, outlines four principles of procedural justice: (1) fairness and consistency, (2) voice, (3) transparency and openness of process, and (4) impartiality and unbiased decision-making.

Feedback and Recommendations:

- “Principle” is spelled wrong several times in this section.
- The above four principles could be made clearer in the policy (perhaps by bolding them and placing them at the beginning of each sentence).
- There should be clear examples of what procedural justice looks like in practice.
- This language should be much more accessible.
- There should be a mandate in this section that NPD officers implement procedural justice at all times and in every encounter.
- How the NPD plans to ensure consistency in decision-making should be spelled out.

- What takes precedence—procedural justice or neighborhood policing plans? If the plans differ across wards, how do you ensure fairness and consistency?

NPD Response:

The spelling error has been corrected in the policy. The four principles have been made bold and placed in the beginning of each section. Examples have been added to each section. All NPD policies have been made accessible via the Power DMS system where officers can word search for any policy on any mobile device or computer. Added language that directs Division members to implement procedural justice at all times and in every encounter. As per the Consent Decree, a body worn camera program has been developed which will be used to evaluate officer conduct including consistency in decision-making. As stated above, procedural justice shall be implemented at all times and in every encounter by all Division Members. As stated in the previously Neighborhood Policing plans will be developed by Precinct Commanders in collaboration with community members, including residents, business owners, faith-based organizations, school officials, and other service organizations. Concentrated efforts will be made to address the issues identified jointly by the community and police as problematic, with realistic solutions. As stated above, fairness and consistency shall be evaluated by reviewing body worn camera footage of officer and community member interactions.

2. Community Engagement and Partnerships

Draft Policy:

- Section VII of the policy outlines a number of examples of how NPD plans to do community engagement, including through its CommUNITY and Cops meetings, its precinct community meetings, enhanced media training, and the Trauma to Trust training sessions.

Feedback and Recommendations:

- Even though it has been demanded, these practices are not happening in the East Ward, especially not in various languages.
- To reach youth, officers should go to where they are already engaged (like Festival of Life) rather than holding formal meetings.

NPD Response:

The NPD always seeks opportunities to engage with the community in meaningful ways. Meaningful community engagement is a priority for the NPD. Over the last year, the NPD Consent Decree and Planning Division has held four Community Forums to discuss police policies in the East Ward, recently, the Disciplinary Matrix Policy was discussed deep in the East Ward (Terrell Homes). Captain Perez and the staff of the 3rd Precinct continuously holding events, participating community activities and looking for those opportunities to engage with the community. Please visit www.npdconsentdecree.org to leave feedback and any recommendations for ideas on how the NPD can further reach out to members of the East Ward.

RESPONSIBILITIES **(Policy Section VIII)**

General Comments

Draft Policy:

- The draft policy outlines the various responsibilities of the following NPD members: (1) the entire Division; (2) the Operations Bureau; (3) the Commander of the Special Victims Division; (4) the Commander of the General Crimes Division; (5) Commander of the Major Crimes Division; (6) the Public Information Office; and (7) the Office of Professional Standards. This section also includes an outline of Community Service Officer responsibilities.

Feedback and Recommendations:

- Where is the accountability—what happens if the NPD members don't implement plans, submit reports, etc.?
- Community Service Officers should seek to engage a wide variety of community stakeholders and should use these contacts to help with their reporting requirements.
- It should be made clear that community interest is not limited to “high crime areas.”
- There should be information in the policy about how NPD can get the information out about existing community programs (such as Newark Explorer).
- NPD should look to creating more programming in the schools to build relationships with youth.
- One of the main issues that leads to community member distrust of NPD is the complaint process. Many residents are unhappy with how complaints are handled

and feel that remedying this process should be woven into community engagement.

NPD Response:

As stated above, the Community Policing Policy which is a General Order that must be followed. There is no ambiguity, no options, failure to obey an order is also called insubordination. Discipline for disobedience of orders is described in the [Disciplinary Matrix Policy](#). Community Service officers are directed to establish and maintain positive/constructive relationships with community leaders, religious groups, the business community, and community at large. No where in the policy does it say that engagement shall only occur in high crime areas. The policy defines community interest areas as those areas that are known for chronic criminal activity, locations of prior or emerging critical incidents, areas where criminal intelligence reports indicate the possibility of future criminal activity and locations where the community gathers on a regular or semi-regular basis to hold community functions and police presence is requested or otherwise required. The section titled “Enhanced Media Communication” states the NPD will use traditional media (print and broadcast), social media including but not limited to Facebook, Twitter, and Next door, the NPD’s official Website located at <https://npd.newarkpublicsafety.org> and the “Newark PD App” mobile application, to continually communicate with the public.

Language was added directing NPD to make upcoming community programs available online. The NPD currently has a School Resource Officer assigned to each precinct that constantly engage with the youth at Schools by holding anti-bullying classes, conducting Gang Resistance Education and Training (G.R.E.A.T.) program to name a few. Please visit NPD’s [Twitter Page](#), [Facebook Page](#) and the [Next Door Page](#) to stay up to date with all of the ongoing community engagement activities taking place in your neighborhood. The Community Service Officer responsibilities section has been updated to include distribution of the Newark Police Division Internal Affairs pamphlet describing the Internal Affairs process in English, Spanish and Portuguese at community meetings.

SCRIBE
Community Policing Policy Community Forum

Facilitator Questions

17.

General Opening Question [Suggested Time: 5 Minutes]

1. What does the term "community policing" mean to you?

Police

- I have more work / paperwork
- I am doing a job I love
- Someone here has - someone in community,
- "Why are they here"
- Checking assessing homeless/mental illness
- perception - misunderstanding of image of police
- corrupt police
- holding professionals to standards
- Transparency holding people accountable.
- professional image vs personal connection.
- 24 hour trauma

Unity - Culture / Community life among community members in the community.

Table members

- Compliance:
1. Monitoring problems, police off/on, body cameras
 2. Technology - automatic off/on. Policy
 3. Use of force reports.
 4. Distrust of police - police misconduct not held
 5. accountable.

Engagement Reports

Public Report Accessibility

Final Report
Training
Reports updated

Police ~~reported~~ Community Issues

Community member
1. Support behavior.
Newly entrants
Address people

2. Standing on the corner.

Same black men

standing -

Program in place.

3. Lack of respect for
Express of attitude
behavior attitude
to officer.

Definitions (Policy Section 3) [Suggested Time: 5 Minutes]

2. On page 2, the policy defines community policing as "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime."
- Does this definition make sense to you? If not, why not?

✘ TOO long
✘ SINGLY words
✘ lost in words

wordy or the base philosophy.
organization strategies? "promotes"

- who are the systematic use of partnerships
 - where are the community members have input in the promotion.
- specify what organizations partners because the community is not organized.

Organizational Structure (Policy Section 6) [Suggested Time: 10 Minutes]

3. On page 4, the NPD highlights two principles that will dictate the implementation of this policy: (1) Decentralized Implementation and (2) Geographic Responsibility.

• Let's first discuss Decentralized Implementation (Section 6A).

i. Based on what is written, do you have a good sense of what this process looks like?

Turnover of people culture

Targeting lower level crimes.
All Austin officers does work interwork but does not like in network.

— Who defines this unique and diverse group? demographics. who do you individualized without target people

— culture of rate for foreign people. — changing.

yes

ii. This section also describes the use of Neighborhood Policing Plans to effectively community police.

Are there any specific community policing techniques you would want to see included in these plans?

Not address general orders.

• Second, let's discuss Geographic Responsibility (Section 6B).

i. This section largely discusses "sector integrity," which the policy defines on page 3 as "the action of assigning the same officers to the same sectors consistently, giving officers the opportunity to take ownership of their assigned sector(s) and develop lasting positive relationships within their assigned sector(s)."

ii. Based on this definition (and Section 6B), do you understand the concept of sector integrity and/or do you think anything should be added to make it clearer or more effective?

Yes. Build rapport with people
know the people. The community consistency. Build relationship.
Identify know don't belong - get standards. 100 men
need in the community - Turnover of community officers. Trust

SCRIBE

Reporting Requirements (Policy Section 9) [Suggested Time: 5 Minutes]

7. Let's now look at the "Reporting Requirements" section on page 18 of the policy, which describes the weekly report to be made by the Community Service Officers and sent to the Community/Clergy Affairs Unit and the Public Safety Director.
 - Is there anything else you'd like to see included in the report?

Training (Policy Section 5) [Suggested Time: 5 Minutes]

8. Section 5, starting on page 3, discusses the Community Policing training available to both officers and the public. Let's take a moment to read through this section.
 - Does the amount and type of training available to officers and the community seem sufficient? If not, what else would you recommend?

SCRIBE

Other Questions [Suggested Time: 5 Minutes]

9. After going through the policy, do you have any remaining questions or comments?

SCRIBE
Community Policing Policy Community Forum
Facilitator Questions

General Opening Question [Suggested Time: 5 Minutes]

1. What does the term "community policing" mean to you?

Buzzword, almost useless - no place for comm. to actually have influence on policy

- need to be involved in policy decisions

- how much policy will also be directed by comm.?

* INVOLVE YOUTH

Has to be directed from the community

CP will be messy - how to resolve social issues

Active engagement with everyone in the community

↳ go into spaces to have a dialogue

↳ empower the community, bridging gaps, fixing issues

See reports/data/initiatives in reports

Definitions (Policy Section 3) [Suggested Time: 5 Minutes]

2. On page 2, the policy defines community policing as “a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”
- Does this definition make sense to you? If not, why not?

- Community involvement → grassroots organizing

Nothing about us without us

Organizational Structure (Policy Section 6) [Suggested Time: 10 Minutes]

3. On page 4, the NPD highlights two principles that will dictate the implementation of this policy: (1) Decentralized Implementation and (2) Geographic Responsibility.

• Let's first discuss Decentralized Implementation (Section 6A).

i. Based on what is written, do you have a good sense of what this process looks like?

Commander needs to assemble working group to develop plans (w/comm. leaders, etc.)

First point doesn't make sense, second point does (tailor solutions)
How will we know what individ. solutions?
Plans - what if commanders don't implement the plans?
↳ comm. members need to WRITE the plans
↳ policy terminology/language for Newark population

ii. This section also describes the use of Neighborhood Policing Plans to effectively community police. Are there any specific community policing techniques you would want to see included in these plans?

Comm. involvement in creating plans
officers need to humanize their comm. members
training to talk to community member (restorative practices)

• Second, let's discuss Geographic Responsibility (Section 6B).

- i. This section largely discusses "sector integrity," which the policy defines on page 3 as "the action of assigning the same officers to the same sectors consistently, giving officers the opportunity to take ownership of their assigned sector(s) and develop lasting positive relationships within their assigned sector(s)."
- ii. Based on this definition (and Section 6B), do you understand the concept of sector integrity and/or do you think anything should be added to make it clearer or more effective?

Procedures (Policy Section 7) [Suggested Time: 10 Minutes]

4. On page 5, the policy describes procedural justice, one of the key components of community policing, as "the idea of fairness in the processes that resolve disputes." The policy then establishes the four guiding principles of procedural justice: (1) fairness and consistency, (2) voice, (3) transparency and openness of process, and (4) impartiality and unbiased decision making. Let's take a moment to look at these.

- Do these four guiding principles make sense to you? Are there any that are unclear?

principle spelled wrong
clearer examples of what practices from officers should look like; what does everything mean in practice
accessibility in language for transparency

- Do you have any concerns about their implementation in practice?

What will all of this look like?
Make language community-friendly: accessibility (language, abilities, terminology)
Ppl feel treated unfairly, they'll continue feeling so

Showing officers implement proc. justice will take time

5. Let's take a minute to go over the Community Engagement and Partnerships that are listed in Section 7B, starting at bullet 3. These programs and techniques are concrete ways NPD plans to follow through with its commitment to Community Policing.

- Are you already familiar with any of these techniques or programs? If so, which ones, and would you say they are currently effective/successful?

- Do you have any suggestions for additional programs or techniques NPD could use to expand its community policing efforts?

Cops come from communities

What takes precedence - proc. justice or local plans? If local plans differ across wards, how do you ensure fairness & consistency?

Responsibilities (Policy Section 8) [Suggested Time: 10 Minutes]

6. Section 8 of the policy lays out the community policing responsibilities of all officers and units of the NPD.
- Let's look at Division-Wide responsibilities starting on the bottom of page 9 through page 10. Do you think the outlined community policing responsibilities are sufficient? Why or why not?

accountability - what if they don't implement plans, submit reports, what are the repercussions?

- On page 14, the policy also outlines the responsibilities of NPD's Community Service Officers (defined on page 2).
 - i. Do you feel this section gives you a comprehensive understanding of what Community Service Officers do?
 - ii. Is there any more information you would want to see provided on their role?

How to bring different community members to these meetings? What if it's the same ppl at these meetings?

⇒ Empower community stakeholders to go into communities to find reports

Don't complaint system so they're actually recorded

SCRIBE

Reporting Requirements (Policy Section 9) [Suggested Time: 5 Minutes]

7. Let's now look at the "Reporting Requirements" section on page 18 of the policy, which describes the weekly report to be made by the Community Service Officers and sent to the Community/Clergy Affairs Unit and the Public Safety Director.
 - Is there anything else you'd like to see included in the report?

Training (Policy Section 5) [Suggested Time: 5 Minutes]

8. Section 5, starting on page 3, discusses the Community Policing training available to both officers and the public. Let's take a moment to read through this section.
- Does the amount and type of training available to officers and the community seem sufficient? If not, what else would you recommend?

consistent training
who's doing the training

Community needs to be involved
in training - formal and informal training

Culture needs to change

Other Questions [Suggested Time: 5 Minutes]

9. After going through the policy, do you have any remaining questions or comments?

SCRIBE
Community Policing Policy Community Forum
Facilitator Questions

General Opening Question [Suggested Time: 5 Minutes]

1. What does the term "community policing" mean to you?

- utterly meaningless — ideally that means community helps write policy
- seeing officers outside of their cars — knowing their names
- engaging — engaging of the community

Definitions (Policy Section 3) [Suggested Time: 5 Minutes]

2. On page 2, the policy defines community policing as "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime."

- Does this definition make sense to you? If not, why not?

- what are they talking about
- problematic that it is a "philosophy" → this makes it seem optional
- who's philosophy is it? NPD or the community?
- difference between "community engagement" and "community policing"
- CE requires you to listen first, then develop your policy
- how is NPD meeting youth where they are?

Organizational Structure (Policy Section 6) [Suggested Time: 10 Minutes]

3. On page 4, the NPD highlights two principles that will dictate the implementation of this policy: (1) Decentralized Implementation and (2) Geographic Responsibility.

- Let's first discuss Decentralized Implementation (Section 6A).
 - i. Based on what is written, do you have a good sense of what this process looks like?

Yes, each precinct is different and therefore should have flexibility to adapt to local context

- ii. This section also describes the use of Neighborhood Policing Plans to effectively community police. Are there any specific community policing techniques you would want to see included in these plans?

- How do you ensure some standardization of expectation across precincts?

- Better communication to develop the plan and promote the plan

- Second, let's discuss Geographic Responsibility (Section 6B).

- i. This section largely discusses "sector integrity," which the policy defines on page 3 as "the action of assigning the same officers to the same sectors consistently, giving officers the opportunity to take ownership of their assigned sector(s) and develop lasting positive relationships within their assigned sector(s)."
- ii. Based on this definition (and Section 6B), do you understand the concept of sector integrity and/or do you think anything should be added to make it clearer or more effective?

* Language very complicated and unclear?

- How involved are existing leaders (eg. tenants)

Procedures (Policy Section 7) [Suggested Time: 10 Minutes]

4. On page 5, the policy describes procedural justice, one of the key components of community policing, as "the idea of fairness in the processes that resolve disputes." The policy then establishes the four guiding principles of procedural justice: (1) fairness and consistency, (2) voice, (3) transparency and openness of process, and (4) impartiality and unbiased decision making. Let's take a moment to look at these.

- Do these four guiding principles make sense to you? Are there any that are unclear?

Yes, they make sense but reading the policy the above "headers" do not come through as clearly.

- Do you have any concerns about their implementation in practice?

- How do you ensure consistency in decision-making?
- Is there discretion about justice or racial bias?
- What happens when someone gets to the courts and the prosecutor reviews an arrest?

5. Let's take a minute to go over the Community Engagement and Partnerships that are listed in Section 7B, starting at bullet 3. These programs and techniques are concrete ways NPD plans to follow through with its commitment to Community Policing.

- Are you already familiar with any of these techniques or programs? If so, which ones, and would you say they are currently effective/successful?

• No, not in the East Ward ... particularly not in various language.

• Yes, because as a resident, I've demanded it (e.g. foot patrol).

- Do you have any suggestions for additional programs or techniques NPD could use to expand its community policing efforts?

* ensure officers take time to "speak" - hello

• use what youth are already engaged ... not formal gatherings like today's meetings (e.g. Festival of Life)

Responsibilities (Policy Section 8) [Suggested Time: 10 Minutes]

6. Section 8 of the policy lays out the community policing responsibilities of all officers and units of the NPD.
- Let's look at Division-Wide responsibilities starting on the bottom of page 9 through page 10. Do you think the outlined community policing responsibilities are sufficient? Why or why not?

- On page 14, the policy also outlines the responsibilities of NPD's Community Service Officers (defined on page 2).
 - i. Do you feel this section gives you a comprehensive understanding of what Community Service Officers do?

Yes.

But... community interest should not be limited high crime areas

- ii. Is there any more information you would want to see provided on their role?

- More programming in schools to build relationships with youth.

- How do we get info out about existing programs? E.g. Newark Explorer

SCRIBE

Reporting Requirements (Policy Section 9) [Suggested Time: 5 Minutes]

7. Let's now look at the "Reporting Requirements" section on page 18 of the policy, which describes the weekly report to be made by the Community Service Officers and sent to the Community/Clergy Affairs Unit and the Public Safety Director.
 - Is there anything else you'd like to see included in the report?

[Faint handwritten notes, possibly: "get the information from the report..."]

[Faint handwritten notes, possibly: "level of reporting..."]

[Faint handwritten notes, possibly: "community..."]

SCRIBE

Training (Policy Section 5) [Suggested Time: 5 Minutes]

8. Section 5, starting on page 3, discusses the Community Policing training available to both officers and the public. Let's take a moment to read through this section.
 - Does the amount and type of training available to officers and the community seem sufficient? If not, what else would you recommend?

SCRIBE

Other Questions [Suggested Time: 5 Minutes]

9. After going through the policy, do you have any remaining questions or comments?

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Community Policing Policy Community Forum
Facilitator Questions

General Opening Question [Suggested Time: 5 Minutes]

1. What does the term "community policing" mean to you?

[REDACTED]

Police are going to share information
engage so we can be educated
instead of being [REDACTED] into
Submission. I feel it is
making peace. For example,
When officer greet you,
something simple as a smile.

[REDACTED]

Being able to approach an officer
with comfort with foreknowledge
that I won't be attacked, show down
or my concern doesn't matter.
Interaction is healthy. Be invested in this turn

Actually have a few that are really good.

SCRIBE

Definitions (Policy Section 3) [Suggested Time: 5 Minutes]

2. On page 2, the policy defines community policing as "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime."

- Does this definition make sense to you? If not, why not?

~~_____~~
~~_____~~

What about social programs in network that can help?

~~_____~~

partnership could be something as simple as me and the sergeant. We always need more. I would love to have someone trained to be able to help them out. Instead of arresting someone for disorderly conduct.

~~_____~~ Make sure they are safe but then what², we still aren't answering the problem. Becoming violent isn't necessarily the answer.

Organizational Structure (Policy Section 6) [Suggested Time: 10 Minutes]

3. On page 4, the NPD highlights two principles that will dictate the implementation of this policy: (1) Decentralized Implementation and (2) Geographic Responsibility.

- Let's first discuss **Decentralized Implementation** (Section 6A).

i. Based on what is written, do you have a good sense of what this process looks like?

There's not enough to implement that spectar. Police don't respond on time we do have a shortage of officers. I don't think its possible.

ii. This section also describes the use of Neighborhood Policing Plans to effectively community police. Are there any specific community policing techniques you would want to see included in these plans?

High priority to gear towards the community. Humanity would be something that has to be universal.

- Second, let's discuss **Geographic Responsibility** (Section 6B).

i. This section largely discusses "sector integrity," which the policy defines on page 3 as "the action of assigning the same officers to the same sectors consistently, giving officers the opportunity to take ownership of their assigned sector(s) and develop lasting positive relationships within their assigned sector(s)."

ii. Based on this definition (and Section 6B), do you understand the concept of sector integrity and/or do you think anything should be added to make it clearer or more effective?

SCRIBE

Reporting Requirements (Policy Section 9) [Suggested Time: 5 Minutes]

7. Let's now look at the "Reporting Requirements" section on page 18 of the policy, which describes the weekly report to be made by the Community Service Officers and sent to the Community/Clergy Affairs Unit and the Public Safety Director.
 - Is there anything else you'd like to see included in the report?

Training (Policy Section 5) [Suggested Time: 5 Minutes]

8. Section 5, starting on page 3, discusses the Community Policing training available to both officers and the public. Let's take a moment to read through this section.
 - Does the amount and type of training available to officers and the community seem sufficient? If not, what else would you recommend?

SCRIBE

Other Questions [Suggested Time: 5 Minutes]

9. After going through the policy, do you have any remaining questions or comments?

SCRIBE

Individuals within my group agreed with the academic definition of community policing.

The police officers added that they find personal engagement techniques as their primary focus of community policing.

1. Speaking with community members and offering down to earth conversations
2. Going as far as giving hugs to citizens to let them know they are not a threat.
3. Being visible on a daily basis, not hiding in their car. Also adding they lead with their name and not officer.

Community members see a difference in the type of officer but are still skeptical of their intentions.

1. Are police being nice as a way to gain favor for arrests
2. Why do they fail to see officers that are from Newark
3. Not all the police are as personable

Police stated they have seen a change in their training tactics and the type of officer that is recruited, citizens did not agree.

Police officers encouraged citizens to go into police department to get information about programs and ways they can help improve their communities.

Citizens were clear they were not going to enter police departments, they stated they did not trust police at this point.

Police stated some of the "bad police" are still out there but not as many. Many of the officers provided their direct information to the citizens and stated they are available to help in any ways.

SCRIBE

1. What does the term "community policing" mean to you?

The police and community building trust and a working relationship to keep the community safe.

2. Does the "community policing" definition make sense to you?

Include examples of what community policing looks like in practice.

3. Decentralized Implementation

Residents believe creating Neighborhood Policing Plans is a good practice.

Geographic Responsibility - Sector Integrity

Residents are not happy about how local Resident Complaints are handled. This is a principle reason for mistrust in the community. Typically, the Complaints Department rule in favor of the police. Residents feel there is no fair appeal process and they don't have the energy to fight a judgement.

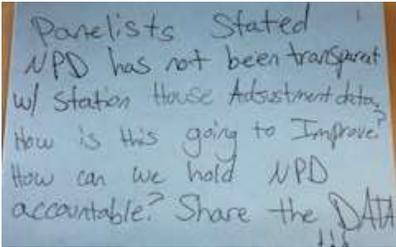
Residents are fighting for the Civilian Review Board with all the power presented in the original proposal.

All Division officers responsible for a sector should complete the Equal Justice Trauma Training. They wanted to know if everyone is required to take the training. What officers have completed the training?

A U. S. Attorney General staff person sat at our table. A resident asked her about the current administration's commitment to supporting Consent Decrees. She said the judiciary "a Judge" have oversight responsibility of the Consent Decree process and the work will continue.



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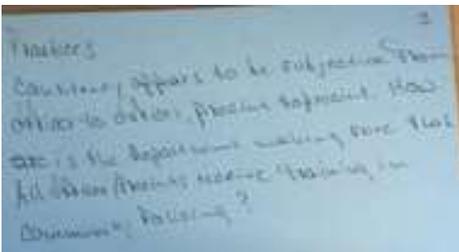
Panelists stated NPD has not been transparent w/ Station House Adjustment data.

Question 1a. How is this going to improve?

Answer 1a: In regard to the OPRA request for station house adjustment data mentioned by the panelist, OPRA requests are handled by the City Clerks Office. That specific request was made on 12/21/2016 and the data was provided on 1/31/2017. As far as transparency data, NPD is currently going through an Information Technology Assessment with the Gartner Group. This assessment will highlight deficiencies in how all data is tracked and reported. Gartner will then provide recommendations in regards to technology improvements, which will assist the NPD in achieving true transparency.

Question 1b: How can we hold NPD accountable?

Answer 1b. The Consent Decree mandates that NPD’s policies and procedures will define terms clearly and in accordance with applicable laws. Additionally, drafts of all new or revised policies or procedures that are relevant to the Consent Decree will be provided to the Independent Monitor and the Department of Justice for review and approval prior to implementation.

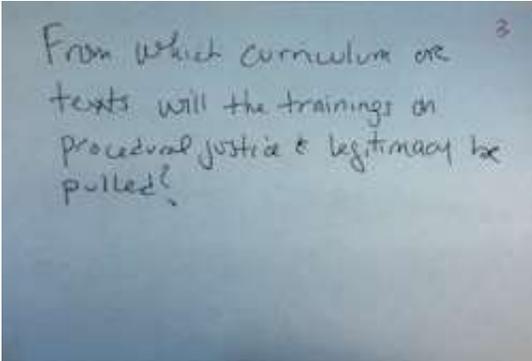


Question 2. Practices. Consistency appears to be subjective from officer to officer, precinct to precinct. How is the Department making sure that all officer/precincts receive training in Community Policing?

Answer 2. The Training Division has provided 8 hours of Community Policing training for all NPD members and will continue to do so for all new members of the NPD. In addition to the initial training, every NPD member will receive 8 hours of community policing annually.

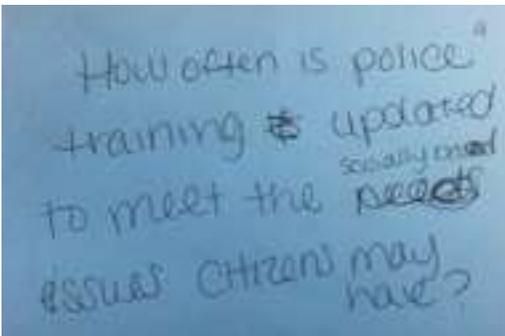


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Question 3. From which curriculum or texts will the training on procedural justice and legitimacy be pulled?

Answer 3. [Virginia Center for Policing Innovation – Community Policing Improving Police Efficacy and Building Trust](#)

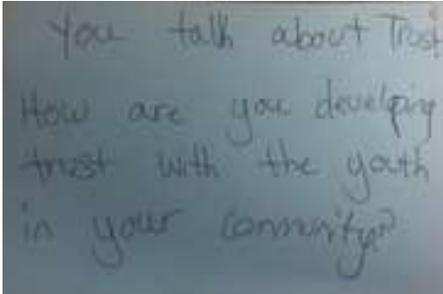


Question 4. How often is police training updated to meet the socially based issues citizens may have?

Answer 4. Training and policies are updated annually.



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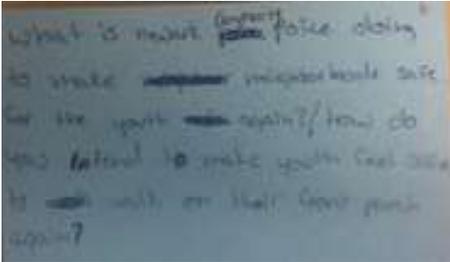


Question 5. You talk about trust. How are you developing trust with the youth in your community?

Answer 5. The Juvenile Services Section (JSS) exists to Implement programs intended to prevent and control delinquent and criminal behavior by juveniles, follow-up processing of juvenile arrests, diverting juvenile offenders out of the juvenile justice system, participate in community recreational youth programs, participate in community/school outreach programs such as Children’s Cabinet, Community Safe Student Project (Safe Passage), Newark Cares Program Officer in the Classroom. Additionally the JSS liaise between the Police Division and outside agencies/organizations, sharing a mutual interest in juvenile matters, maintain a current listing of social service agencies that provide services for area youths, assist patrol personnel/Special Police Officers when requested or called on juvenile matters, provide in-service training in juvenile procedures and information on available community service resources to Police Division members when necessary, Collect, disseminate, and maintain the confidentiality of juvenile records pursuant to law. Additionally Community Service Officers and Precinct Commanders are out in the communities they serve interacting and building trust with the youth on a regular basis. A quick search on the NPD twitter page will reveal multiple community and youth engagements that are occurring throughout the city. Please visit the [NPD Twitter Page](#) for more details.

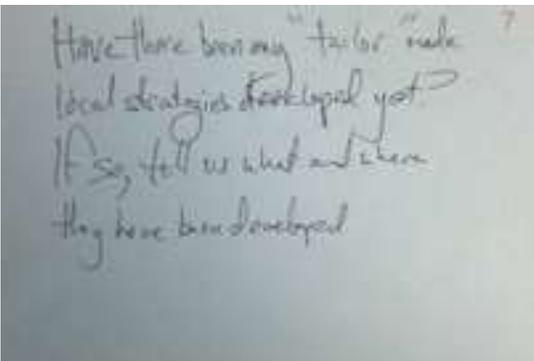


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Question 6. What is Newark Community Police doing to make neighborhoods safe for the youth again? How do intend to make youth feel safe to walk on their front porch?

Answer 6. It is the goal of the NPD to foster a true collaborative partnership through positive community engagement, build public trust between the NPD and the community, and promote safe communities by reducing crime, particularly violent crime. To achieve these goals, the NPD and its members shall approach all interactions with the public as opportunities to enhance the perception of law enforcement and build upon public trust. The NPD shall implement strategies, developed by Precinct Commanders, in neighborhoods within each precinct to combat emerging and chronic crime issues and neighborhood disorder. To that end, the NPD empowered by the community, is committed to enhance the quality of life and foster a sense of security to enable citizens to live, work, be educated and prosper in the City of Newark.

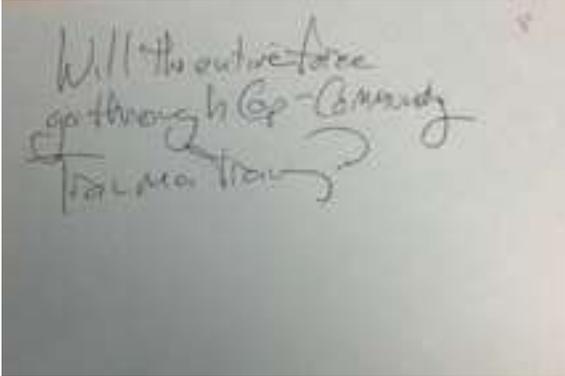


Question 7. Have there been any "tailor" made local strategies developed yet? If so, tell us what and where they have been developed.

Answer 7. Precinct Commanders are actively preparing their Neighborhood Policing Plans for designated neighborhoods within each precinct. They have started by conducting community surveys of community members by the community service officers to inform those plans. Those plans will then re-analyzed and re-implemented semiannually.

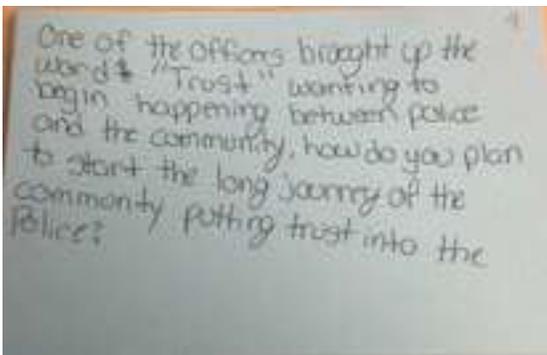


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Question 8. Will the entire force go through Cop-Community Trauma Training?

Answer 8. Every member of the NPD has been trained and will be trained continually on Community Policing. The Division has also established a variety of engagement strategies, which are designed to encourage positive community interactions and relationships. One important strategy includes the Trauma to Trust: Police/Community Collaborative Training Sessions. The training helps to increase the capacity for police and the community to respond positively to trauma in the wake of violence. The goal of this training is to understand the symptoms of community trauma and vicarious trauma as well as build necessary skills to address and problem-solve when trauma arises. These trainings will focus on the development and maintenance of trust between police and community members/partnerships.

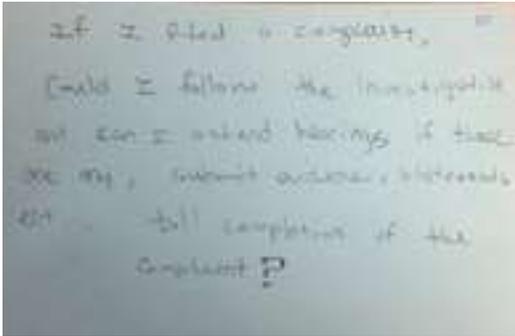


Question 9. One of the officers brought up the word "Trust" wanting to begin happening between police and the community, how do you plan to start the long journey of the community putting trust into the Police?

Answer 9. NPD members shall employ concepts of [procedural justice](#), which is based on four guiding principles: fairness and consistency, giving people a voice, transparency and openness of process and impartial/unbiased decision-making. Procedurally just policing is essential to the development of good will between police and communities.

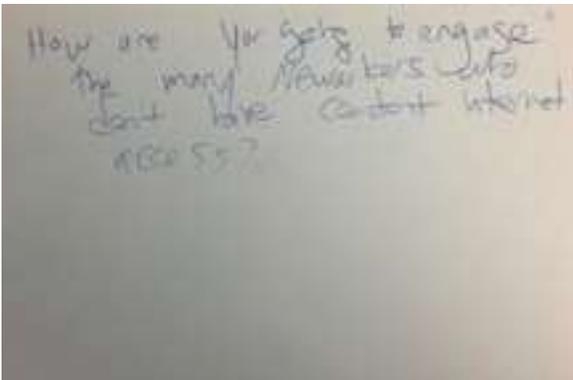


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Question 10. If I filed a complaint, could I follow the investigation and can I attend hearings if there are any, submit evidence, statements etc... till the completion of the complaint?

Answer 10. If you filed a complaint, an investigation would be initiated. At the conclusion of the investigation, and upon determination of a disposition, the investigator shall submit a disposition letter to the complainant. If the allegation was unfounded, not sustained or the officer exonerated, the civilian disposition letter shall include a brief explanation specifically defining how the conclusion for the disposition was reached. If the allegation was sustained, the complainant notification letter shall only state that the allegation was sustained and that the officer will be disciplined according to Police Division policy. For more information please see a copy of the [Complaint Intake & Investigation Process General Order](#).

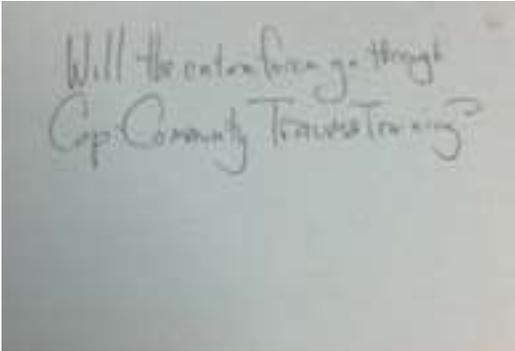


Question 11. How are you going to engage the many Newarkers who don't have constant internet access?

Answer 11. Community Service Officers are constantly attending community meetings and physically engaging with community members in various ways while also giving out flyers to upcoming police/community events. Please visit the [NPD Twitter Page](#) for more details.

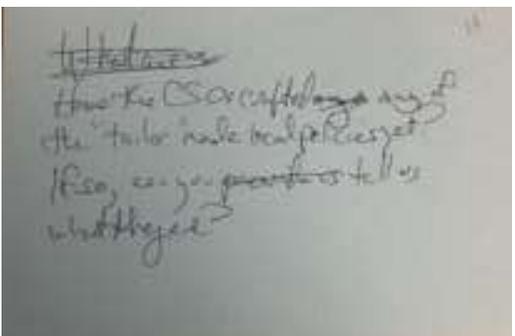


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Question 12. Will the entire force go through Cop Community Trauma Training?

Answer 12. Every member of the NPD has been trained and will be trained continually on Community Policing. The Division has also established a variety of engagement strategies, which are designed to encourage positive community interactions and relationships. One important strategy includes the Trauma to Trust: Police/Community Collaborative Training Sessions. The training helps to increase the capacity for police and the community to respond positively to trauma in the wake of violence. The goal of this training is to understand the symptoms of community trauma and vicarious trauma as well as build necessary skills to address and problem-solve when trauma arises. These trainings will focus on the development and maintenance of trust between police and community members/partnerships.



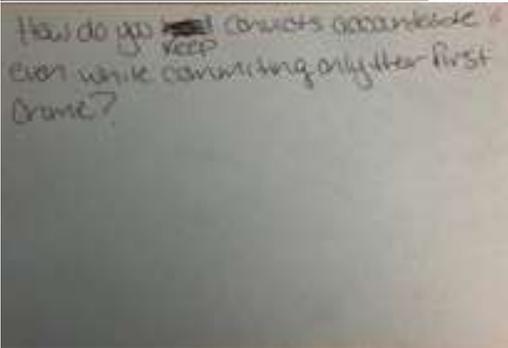
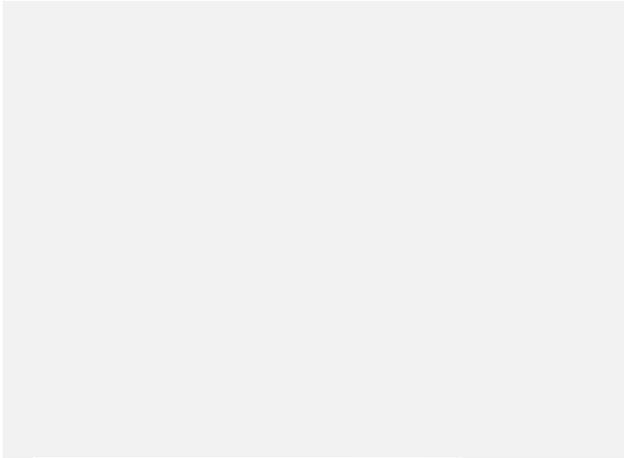
Question 13. Have the CSO's crafted any of the "tailor" made policies yet? If so, can you tell us what they are.

Answer 13. Precinct Commanders are actively preparing their Neighborhood Policing Plans for designated neighborhoods within each precinct. They have started by conducting community surveys of community members by the community service officers to inform those plans. Those plans will then be re-analyzed and re-implemented semiannually.



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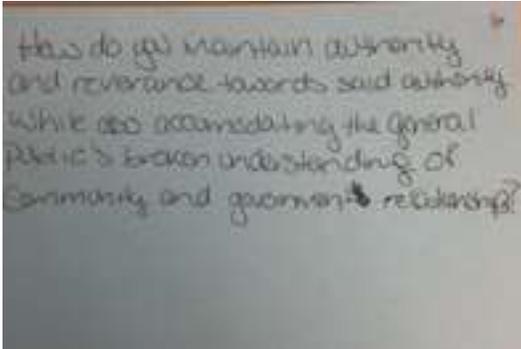


Question 15. How do you keep convicts accountable even while committing only their first crime?

Answer 15. The NPD does not necessarily keep convicts accountable, except for cases of recidivism in which the NPD would be involved in an arrest of an individual that relapses into criminal behavior.

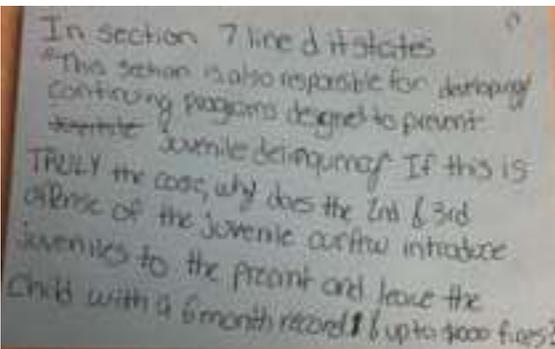


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Question 16. How do you maintain authority and reverence towards said authority while also accommodating the general public's broken understanding of community and government relationships?

Answer 16. NPD members shall employ concepts of [procedural justice](#), which is based on four guiding principles: fairness and consistency, giving people a voice, transparency and openness of process and impartial/unbiased decision-making. Procedurally just policing is essential to the development of good will between police and communities.

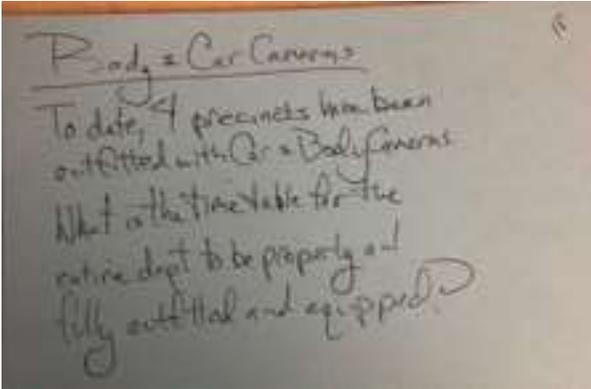


Question 17. In section 7 line d, it states "This section is also responsible for developing/ continuing programs designed to prevent juvenile delinquency. If this is TRULY the case, why does the 2nd and 3rd offense of the juvenile curfew introduce juveniles to the precinct and leave the child with a 6 month record and up to \$1000 fines?"

Answer 17. Juvenile curfew violations and penalties are set by Ordinance, not by NPD policy. (Reference Newark City Ordinance 20:2-4.1)

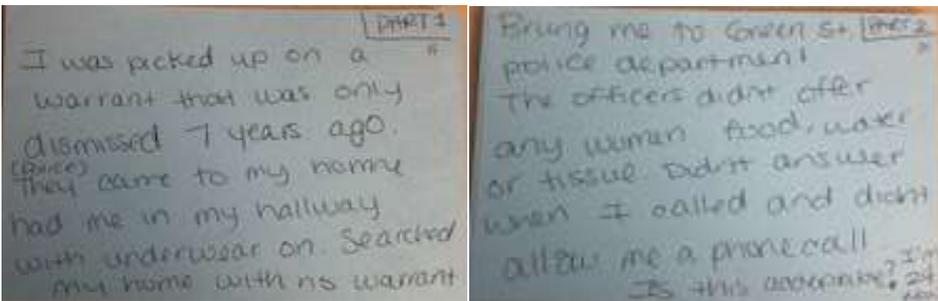


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Question 18. Body and Car Cameras: To date, 4 precincts have been outfitted with Car and Body Cameras. What is the time table for the entire dept to be properly and fully outfitted and equipped?

Answer 18. The NPD anticipates having Body Worn and In Car Cameras in all precincts before years end (2018).



Question 19 & 20. I was picked up on a warrant that was only dismissed 7 years ago. They (POLICE) came to my home had me in my hallway with underwear on. Searched my home with no warrant. Brung me to Green Street police department. The officers didn't offer any women food, water or tissue. Didn't answer when I called and didn't allow me a phone call. Is this acceptable? I'm 24 now

Answer 19 & 20. The NPD takes external complaints seriously and understand that public trust and participation is an integral part of policing in our society. The complaint process should not be an inconvenient or overwhelming task. We accept complaints in-person, by phone, or letter or web form. If you cannot come to us, we can come to a location suitable to you. We accept anonymous complaints, third-party complaints and complaints from unaccompanied juveniles (though we prefer that juveniles involve their parents). Immigrants who seek to file complaints will NOT be asked about their immigration status.



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A complaint should be filed when you witness or experience a personal encounter with Newark Police Division personnel that involves criminal conduct, misconduct, abusive or discriminatory behavior, neglect of duty, corrupt activity, inappropriate conduct or a violation of rules and regulations of the Newark Police Division.

Although the recommended method for making a complaint is to respond to Internal Affairs located on the 1st floor of 494 Broad Street, Newark, NJ, 07102, complaints can also be filed:

In person: Go to any police facility and ask to speak to the highest ranking supervisor on duty.

By Telephone: Call the Office of Professional Standards at (973) 733-6171 or any police facility.

At Home or the location where the incident occurred : You may also request that a supervisor respond to your location to take your complaint by calling (973) 733-6000.

Online : click [HERE](#)

By Mail : Complete a citizen complaint form which is available at every police facility. The form can be completed at a police facility or at home and mailed or faxed to the OPS (address and fax number provided below). You can also write a letter and mail it or fax it to OPS.

FAX number : (973) 353-8469

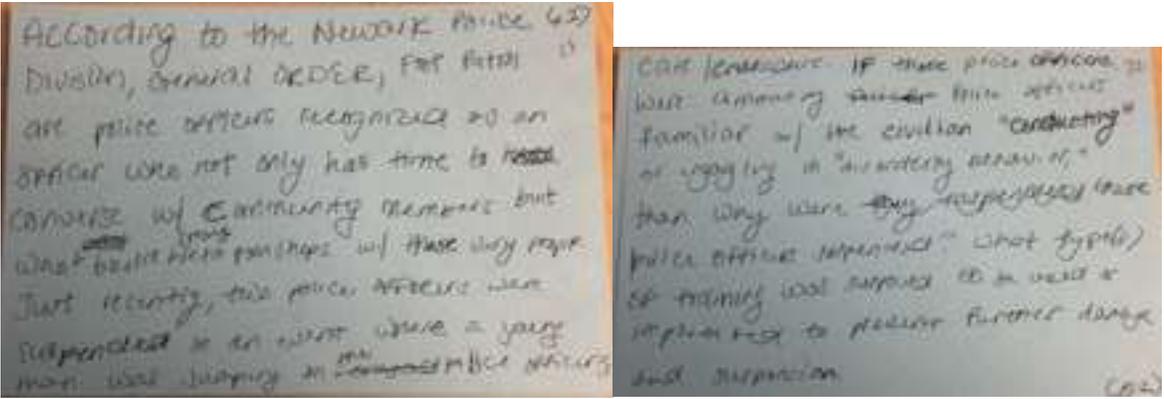
Mailing Address :

Office of Professional Standards
494 Broad Street, 1st floor (Free onsite parking)
Newark, New Jersey 07102

Remember, the more information you provide about what happened, the better we can assist in addressing your concerns.



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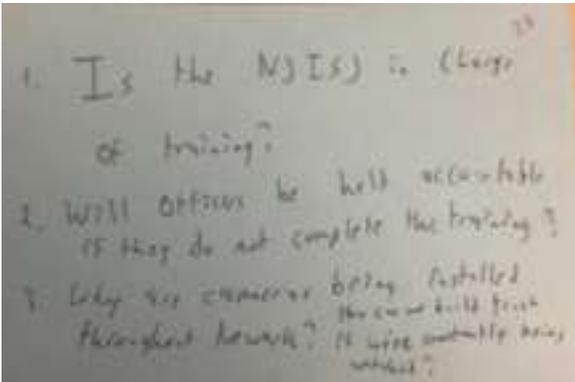
Questions 21 & 22. According to the Newark Police Division, General Order, Foot Patrol are police officers recognized as an officer who not only has time to converse with community members but who build strong relationships with those very people. Just recently, two police officers were suspended in an event where a young man was jumping on the police officers cars/cruisers. If those police officers were community police officers familiar with the civilian “conducting” or engaging in “disorderly behavior”, then why were those police officers suspended? What type(s) of training was supposed to be used or implemented to prevent further damage and suspension.

Answer 21 & 22. Public Safety Director Anthony Ambrose released the following statement:

"All officers are trained to respond in various types of situations, including ones where they encounter unstable individuals. These officers instead took no action at all to quell the situation, and to aid and subdue the suspect, as they are trained to do. This lack of action could have resulted in the suspect injuring himself, as well as other persons or property. The majority of Newark Police Division officers are proud and hardworking. The Newark Police Division and the citizens of Newark deserve better than what was demonstrated by these officers. They had an opportunity, and an obligation, to help the suspect, who was acting irrationally, and they failed to do so. We should not confuse restraint with a lack of response. If they did not help themselves, then how can we expect them to help the citizens that they serve."



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- Question 23. (1) Is the NJISJ in charge of training?
(2) Will officers be held accountable if they do not complete the training?
(3) Why are cameras being installed throughout Newark? How can we build trust if we're constantly being watched?

Answer 23. (1) The NJISJ is not directly in charge of training, however the Institute is part of the Independent Monitoring Team which does approve/deny and make recommendations regarding training.

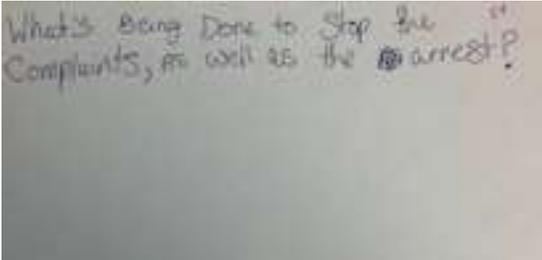
(2) Community Policing training is mandatory/not optional for all NPD personnel.

(3) The Citizen Virtual Patrol technology allows community members to virtually patrol their neighborhoods and to assist police in deterring criminal activity. The number of cameras available on the interface is expected grow from 62 to 125 with live monitoring by NPD personnel soon. The system will also offer users access via mobile phones in the near future.

To access Citizen Virtual Patrol, a citizen may log into the Newark Police Division's website at: <http://npd.newarkpublicsafety.org/> from a desktop or laptop computer, click the button at the top right of the screen labeled "Citizen Virtual Patrol", register on the site and view the surveillance cameras based on an icon map or list of intersections. If suspected criminal activity is observed, citizens may call 973-733-6000 for non-emergencies and 911 for emergencies.



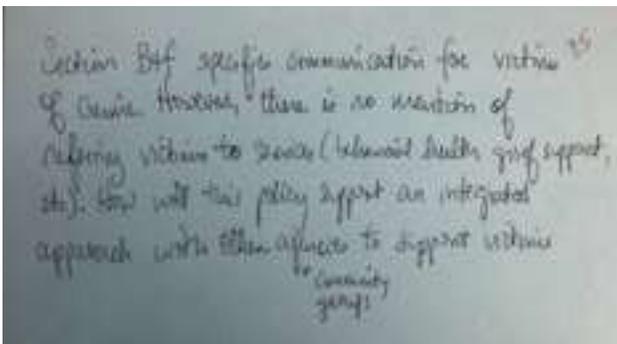
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Question 24. What's being done to stop the complaints, as well as the arrest?

Answer 24. The NPD is not stopping people from making complaints, in fact the NPD takes external complaints seriously and understands that public trust is an integral part of policing in our society. The complaint process should not be an inconvenient or overwhelming task. The NPD accepts complaints in-person, by phone, or letter or by internet.

Arrests are a part of a police officer's job as long as those arrests are lawful to the extent they meet the requirements of the Fourth Amendment to the Constitution, which safeguards the right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures.

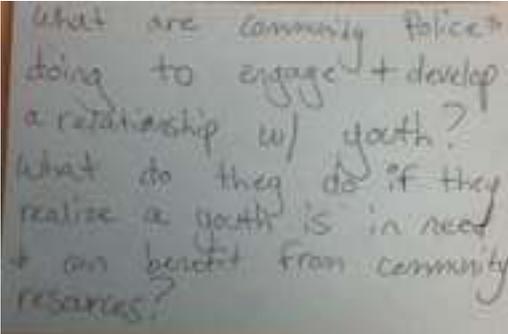


Question 25. Section B4f specifies communication for victims of crime. However, there is no mention of referring victims to services (behavioral services, grief support, etc.). How will this policy support an integrated approach with other agencies to support victims & community groups?

Answer 25. This policy does not specifically address specific approaches to support victims however other NPD General Orders (i.e. General Order 04-16 Station House Adjustments, General Order 95-01 Domestic Violence Policy) contain referral procedures which do address that approach to support victims of crime.



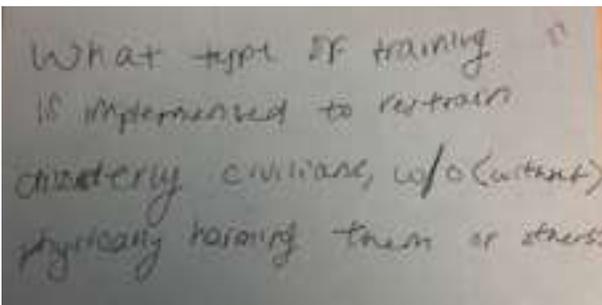
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Question 26. (1) What are community police doing to engage and develop a relationship with youth?
(2) What do they do if they realize a youth is need and can benefit from community resources?

Answer 26. (1) Community Service Officers and Precinct Commanders are out in the communities they serve interacting and building trust with the youth on a regular basis. A quick search on the NPD twitter page will reveal multiple community and youth engagements that are occurring throughout the city. Please visit the [NPD Twitter Page](#) for more details.

(2) Referring troubled or at-risk juveniles and their families to the appropriate social service assistance programs is a vital component in developing stronger bonds between police and community and in future crime prevention efforts. The Juvenile Services Section of the NPD is the central hub for receiving referral requests and properly referring families in need of assistance. (General Order 18-01 Juvenile Services Section)

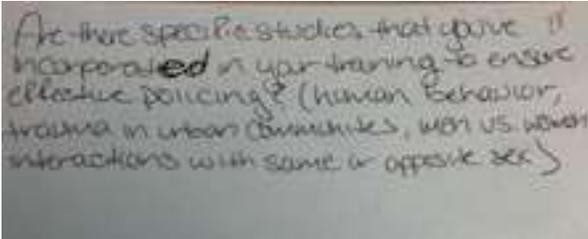


Question 27. What type of training is implemented to restrain disorderly civilians without physically harming them or others?

Answers 27. The Division strictly prohibits using force that is not objectively reasonable and proportional to the threat or resistance of the subject under the circumstances. De-escalation and use of force training will be upcoming for all members of the NPD.



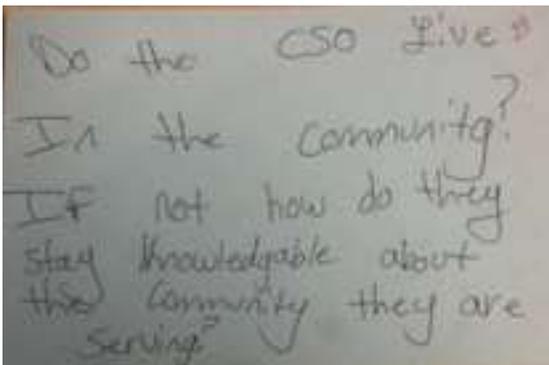
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Question 28. Are there specific studies that you've incorporated in your training to ensure effective policing? (human behavior, trauma in urban communities, men vs. women interactions with same or opposite sex)

Answer 28. Training for NPD is developed based on Bloom's Taxonomy which is a classification of the different objectives and skills that educators set for their students (learning objectives). Benjamin Bloom, an educational psychologist at the University of Chicago, proposed the taxonomy in 1956. Bloom's 6 levels can be used to structure the learning objectives, lessons, and assessments: Remembering, Understanding, Applying, Analyzing, Evaluating and Creating.

If you have specific recommendations please visit www.npdconsentdecree.org and provide your feedback.

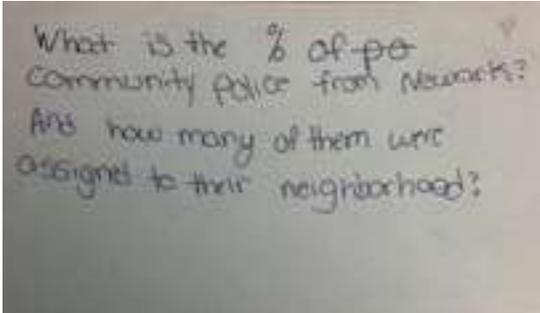


Question 29. Do the CSO live in the community? If not how do they stay knowledgeable about the community they are serving?

Answer 29. Community Service Officers may live in the community they serve. Whether they live in the community or not, it is the responsibility and duty of the Community Service Officer to stay knowledgeable about the community they are serving by attending community meetings, hosting police/community events and establishing and maintaining positive/constructive relationships with community leaders, religious groups, the business community, and the community at large.



**Answers to Questions Received from individuals in attendance at the NPD Community Policing Policy Forum that were not answered that night.
August 23, 2018 5:00pm – 7:30pm
TREC Center 55 Ludlow Street Newark, NJ**



Question 30. What is the % of community police from Newark? And how many of them were assigned to their neighborhood?

Answer 30. Over Ninety Percent of the Community Service Officers are from Newark and most have been assigned to their respective communities.