

**IN THE UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF NEW JERSEY**

UNITED STATES OF AMERICA,)	
)	
Plaintiff,)	Civil Action No: 16-1731 (MCA) (MAH)
)	
v.)	MEMORANDUM SUBMITTING
)	SECOND-YEAR MONITORING
CITY OF NEWARK,)	PLAN
)	
Defendant.)	

Pursuant to Paragraph 176 of the Consent Decree between the United States Department of Justice and United States Attorney’s Office, District of New Jersey (“DOJ”), the City of Newark (the “City”), and Newark Department of Public Safety and Newark Police Division (“NPD”) (collectively, “the Parties”) that this Court entered on May 5, 2016, the Parties, along with the Independent Monitor (“Monitor”),¹ submit this Second-Year Monitoring Plan (“Monitoring Plan” or “Plan”), including this memorandum and the attached **EXHIBITS A-D**, for the Court’s approval. The Monitor and the Parties continue to work together to fulfill the requirements of the Consent Decree and transform NPD into a modern police force.

The Second-Year Monitoring Plan builds upon our collective experience in the first year of the Consent Decree’s implementation by establishing ambitious, yet realistic, milestones for the second year.² These future milestones will include: (i) completing and implementing all new NPD policies required by the Consent Decree, (ii) completing and

¹ This Monitoring Plan may refer to the “Monitoring Team” when addressing the work that the Consent Decree requires of the Independent Monitor. For a more detailed introduction to the Monitoring Team, please see Section III of the Independent Monitor’s First Quarterly Report.

² For the purpose of the Monitoring Plan, the “first year” refers to the period of time covered by the First-Year Monitoring Plan, February 17, 2017 through February 16, 2018. The “second year” refers to the period of time covered by the Second-Year Monitoring Plan, February 17, 2018 through February 16, 2019.

implementing separate training curricula and lesson plans applicable to each new or revised policy as required by the Consent Decree, (iii) beginning to administer training to NPD personnel, (iv) providing necessary sample data for the Monitor's data baseline assessment, (v) engaging an independent consultant to identify what data systems need to be upgraded or replaced, and (vi) conducting a full audit of firearms held in NPD's property and evidence inventory. The Monitor and the Parties respectfully request that this Court approve the Second-Year Monitoring Plan.

I. PURPOSE AND FORMAT OF THE MONITORING PLAN

A. Purpose of the Monitoring Plan

The Monitoring Plan, including its exhibits, is a roadmap for implementing the Consent Decree and achieving the Parties' agreed-upon priorities in a given year. Importantly, the Monitoring Plan does not expand, restrict or alter the Consent Decree in any way. Instead, the Plan provides clear objectives for (1) how the Parties, Newark community members, and Monitor will work together to achieve the Consent Decree's goals and requirements; and (2) how the Monitor will assess whether the City and NPD are complying with the Consent Decree.

The Plan outlines the Parties' agreed-upon priorities for the second year, which are detailed in Section III, below. The Plan is intended to help NPD work towards completing multiple tasks simultaneously, with the ultimate goal of achieving compliance within the five-year period contemplated by the Consent Decree. While the Plan provides deadlines for specific tasks, these deadlines may require amendment in light of new information and unforeseen circumstances.

B. Format of the Monitoring Plan

The Plan consists of four documents in addition to this Memorandum: (1) the Second-Year Monitoring Plan Chart ("Chart"); (2) the Critical Path for Tasks Implementation

(“Critical Path”); (3) the Compliance Methodology; and (4) the Policy Status Overview. The Chart assigns deadlines to specific Consent Decree tasks that the Parties should accomplish in the second year of the Consent Decree. (See **EXHIBIT A.**) The Chart is divided into 12 major areas, which reflect the core topics of the Consent Decree:

1. Use of Force;
2. Stop, Search, and Arrest;
3. Internal Affairs: Theft (Property and Evidence Management)
4. Internal Affairs: Complaint Intake and Investigation;
5. Community Engagement and Civilian Oversight;
6. Community Policing and Bias-Free Policing;
7. Data Systems Improvements: Early Warning and Records Management Systems;
8. In-Car and Body-Worn Cameras;
9. Discipline;
10. Training;
11. Consent Decree Implementation and Enforcement; and
12. Monitor’s Method of Communicating with the Public and Receiving Public Input.

To the extent that deadlines from the First-Year Monitoring Plan have been met and are no longer prospective goals, they have been removed from the Chart. Achievements that were expected to be completed in the first year, but were not completed during the first year, remain in the Chart and will be prioritized for completion during the second year, to the extent practicable.

The Critical Path is a multi-step outline for how the Monitor, the Parties, and Newark community members will collaborate to accomplish certain achievements in the Chart. (See **EXHIBIT B.**) Because the policies required under the Consent Decree are in various stages

of development, the Critical Path may no longer be applicable to the policy development process. Nevertheless, the document remains applicable to the development of training curricula under the Second-Year Monitoring Plan and is attached as an exhibit for that purpose. The Compliance Methodology categorizes the various steps that the City and NPD must take to accomplish the Consent Decree's requirements into compliance levels, which the Monitor will use to assess the City and NPD's compliance with the Consent Decree in the Monitor's quarterly reports. (See **EXHIBIT C.**) The Policy Status Overview table provides a summary of NPD's progress on each of its new policies as of the filing of the Second-Year Monitoring Plan. (See **EXHIBIT D.**)

II. COMPLIANCE WITH THE FIRST-YEAR MONITORING PLAN³

On February 17, 2017, the Monitor and the Parties jointly submitted, and the Court entered, the First-Year Monitoring Plan. (See Memorandum Submitting First-Year Monitoring Plan, *United States v. City of Newark*, No. 16-1731 (D.N.J. Feb. 17, 2017), Doc. 31.) In developing the First-Year Monitoring Plan, the Parties and the Monitor agreed to create an ambitious but realistic framework for building the foundation necessary for implementing the Consent Decree's requirements during the first year. The deadlines within the First-Year Monitoring Plan were more practical than those in the Consent Decree, yet the Parties and the Monitor could not foresee every obstacle that would occur during the year. During the first year, the Monitor and the Parties prioritized creating new policies or revising existing ones, as required by the Consent Decree. (See Memorandum Submitting First-Year Monitoring Plan at

³ Section II of this Plan is retrospective and summarizes NPD's progress towards compliance with the Consent Decree up until February 16, 2018. Because the Parties are filing the Second-Year Monitoring Plan after February 17, 2018, the start of the period covered by this Plan, NPD has already begun to make progress toward some achievements anticipated in this Plan. To the extent that NPD has made progress or completed any achievements included in the Second-Year Monitoring Plan after February 16, 2018, such progress will be noted throughout the Plan and reported in more detail in the Independent Monitor's Fifth Quarterly Report.

8.) The expectation was that, subsequent to creating or revising the policies, NPD would begin training its personnel in these new or revised policies.

The Parties accomplished some of the Plan's goals related to policy drafting. NPD drafted a new Bias-Free Policing policy. NPD also revised its Use of Force policy. In connection with the revised Use of Force policy, NPD began work on two other policies related to and intertwined with the Use of Force policy: (i) Firearms and Other Weapons and (ii) Reporting, Investigation and Review, including provisions related to the All Force Investigation Team ("AFIT").

As of the start of the second year, NPD has near-final drafts of four policies relating to (a) Consensual Citizen Contacts and Investigatory Stops ("Stop"), (b) Searches With or Without a Search Warrant ("Search"), (c) Arrests With or Without a Search Warrant ("Arrest"), (d) In-Car Cameras, and (e) Body-Worn Cameras.

Additionally, while not completed, NPD has made substantial progress in writing policies governing practices in (1) Internal Affairs: Complaint Intake and Investigation, (2) Internal Affairs: Discipline, (3) Property and Evidence, and (4) Community Engagement. The Monitor expects these last four policies to be completed by the May 31, 2018.

NPD did not complete the training goals contemplated by the First-Year Monitoring Plan. For example, as described in more detail in the Monitor's quarterly reports, NPD made little progress in drafting training curricula and lesson plans or administering substantive training on any of the above identified policies. It is worth noting that the initial training deadlines were ambitious and proved to be challenging to meet as NPD focused on drafting policies.

The uncompleted tasks from the First-Year Monitoring Plan are included in this Second-Year Monitoring Plan. A brief recap of the progress made on the tasks contained in the First-Year Monitoring Plan is set forth below.

A. Use of Force

On September 19, 2017, NPD finalized – and DOJ and the Monitor approved – its revised Use of Force policy, which sets forth NPD’s overarching principles regarding when and how officers in the Division will use force. The Use of Force policy has not yet been promulgated. NPD intends to issue the policy concurrently with two other interconnected and interdependent policies, which are nearly complete: the Firearms and Other Weapons policy and the Use of Force Reporting, Investigation and Review policy. By December 31, 2017, NPD’s draft weapons and reporting policies were undergoing review by DOJ.⁴

NPD has sought funding through the National Training and Technical Assistance Center (“NTTAC”), a component of DOJ’s Bureau of Justice Assistance, to retain a use of force expert to assist with curriculum development and training. NTTAC has released a Request for Proposals, but it has yet to approve one. As of February 17, 2018, NPD had not yet begun work on its Use of Force training curriculum or lesson plans, decided on a trainer or training source, created a plan for training its officers, or developed a timetable for completing these tasks. (*See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 2.*)

In accordance with the First-Year Monitoring Plan, the Monitor was to conduct a baseline assessment of NPD’s Use of Force data. (*See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 39.*) However, NPD was unable to extract and deliver to the Monitor

⁴ After the first year, NPD completed its Use of Force Reporting, Investigation and Review policy and Firearms and Other Weapons policy for community review. This progress will be discussed in greater detail in the Independent Monitor’s Fifth Quarterly Report.

the necessary data to conduct the baseline assessment. NPD has not produced data in a timely manner. This has hindered its ability to comply with various Consent Decree requirements and the Monitor's ability to conduct audits and baseline assessments.

B. Stops, Searches and Arrests

Under the First-Year Monitoring Plan, NPD was to revise its policies regarding Stop, Search, and Arrest by September 4, 2017. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 8.) By January 31, 2018, NPD completed near-final drafts of the Stop, Search, and Arrest policies for community review.⁵

Due to delays in developing the data analysis capabilities required under the Consent Decree, NPD did not meet the November 1, 2017 deadline set out in the First Year Monitoring Plan to develop a form to collect data on all investigatory stops and searches. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 9.)

C. Property and Evidence Management

In the first year, NPD completed an initial audit of its evidence and property room relating to cash, jewelry, and any narcotics that could not fit into a small envelope. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 14.) NPD also reviewed the disciplinary histories of officers who regularly handle valuable contraband or cash to determine whether any officer had exhibited behavior indicating a potential theft risk. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 12-13.) NPD transferred any officer that had exhibited such behavior, as required by Paragraph 108 of the Consent Decree and the First Year Monitoring Plan. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 13;

⁵ After the first year, NPD completed its Stop, Search and Arrest policies for community review. This progress will be discussed in greater detail in the Independent Monitor's Fifth Quarterly Report.

Independent Monitor – First Quarterly Report at 28, *United States v. City of Newark*, No. 16-1731 (D.N.J. Apr. 24, 2017), Doc. 42-1.)

Under the First-Year Monitoring Plan, NPD was to finalize the policies and procedures for the secure intake, storage, and release of property by April 1, 2017. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 12.) Because the property and evidence policies require substantial revision, both the Monitor and Public Safety Director agreed to place development of these policies on hold as NPD prioritized completing its policies related to: Stop, Search, Arrest, Internal Affairs: Complaint Intake and Investigation, Use of Force Reporting, Investigation and Review, Firearms and Other Weapons, Body-Worn Cameras and In-Car Cameras.

D. Internal Affairs: Complaint Intake and Investigation

Under the First-Year Monitoring Plan, NPD was to revise its Internal Affairs: Complaint Intake and Investigation policy. (*See* Memorandum Submitting First-Year Monitoring Plan at 10.) At the direction of the Monitor, NPD stopped work on its internal affairs policies while it considered retaining outside assistance with policy drafting. NPD determined that it was not economically feasible to retain an outside policy writing expert, and decided to continue to use internal resources to write its policy, with technical assistance from the Monitoring Team and guidance from DOJ. On January 25, 2018, NPD provided a DOJ-approved draft of its Internal Affairs: Complaint Intake and Investigation policy for the Monitor's review, which is underway.

E. Community Engagement

Under the First-Year Monitoring Plan, NPD was to assess and revise its staffing allocation and personnel deployment to support community policing and problem-solving initiatives and modify any deployment strategy that is incompatible with effective community-

oriented policing by July 9, 2017. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 26.) NPD did not meet this deadline. However, NPD has retained a consultant to conduct a review of its staffing assignments.

NPD did assign two Community Service Officers to each precinct in Newark as required in the First-Year Monitoring Plan. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 26.) These officers work with residents to identify and address the priorities of communities in the area.

As set forth in the First-Year Monitoring Plan, the Monitor was to conduct a comprehensive baseline survey to assess Newark community members' experiences with and perceptions of the NPD and public safety. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 23.) The Monitor conducted (i) a community probability survey of over 600 Newark city residents, (ii) a non-probability survey, (iii) a custodial arrestee survey, (iv) a survey of over one thousand police officers and non-police personnel, and (v) police focus groups. The results were included in the First and Second Quarterly Reports. (*See* Independent Monitor – First Quarterly Report, *United States v. City of Newark*, No. 16-1731 (D.N.J. Apr. 24, 2017), Doc. 42-1; Independent Monitor – Second Quarterly Report, *United States v. City of Newark*, No. 16-1731 (D.N.J. Oct. 6, 2017), Doc. 66-1.)

F. Community Policing and Bias-Free Policing

Under the First-Year Monitoring Plan, NPD was to revise its policies on community policing by June 6, 2017, and provide training to its personnel on best practices regarding community oriented policing and problem-oriented policing methods. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 24.) NPD did not meet this deadline and it remains outstanding.

On September 19, 2017, NPD finalized its first-ever Bias-Free Policing policy as required by the First-Year Monitoring Plan. (See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 28.) NPD was to provide 8 hours of bias-free policing training by July 1, 2017. (See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 28.) NPD's rollout of bias-free policing training under this policy has not occurred.⁶

G. Data Systems Improvements: Early Warning and Records Management Systems

As detailed in the Monitor's quarterly reports, NPD's lack of sufficient data capabilities presents an obstacle to NPD's compliance with the Consent Decree in the long run and has hindered its ability to comply with Consent Decree deadlines relating to development of an Early Warning System ("EWS") and improved Records Management System ("RMS"). Under the First-Year Monitoring Plan, the City was to provide sufficient funding to NPD to enhance its EWS before March 30, 2017. (See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 30.) The City did not do so.

NPD also was to implement a more rudimentary, possibly manual enhancement of its EWS by March 30, 2017 and implement a relational database by the end of 2017. (See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 30.) NPD has implemented IA-Pro, a software program that tracks a limited set of data about officers' activities, and offers a limited set of thresholds/triggers. IA-Pro is a useful upgrade to NPD's existing capability; however, it does not by itself, satisfy the Consent Decree's EWS requirements.

⁶ After the first year, NPD began administering training to its personnel on best practices regarding community oriented policing and problem-oriented policing methods. This progress will be discussed in greater detail in the Independent Monitor's Fifth Quarterly Report.

H. In-Car Cameras and Body-Worn Cameras

In accordance with the First-Year Monitoring Plan, NPD drafted its first In-Car Camera and Body-Worn Camera policies. (See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 35; see Consent Decree ¶¶ 103, 104.) These policies incorporate and build upon New Jersey Attorney General Directive 2015-1, which sets forth mandatory state policy concerning police officers' use of body-worn cameras. NPD received DOJ approval on the policies and provided the policies to the Monitor for final approval on January 9, 2018. The Monitor provided edits on NPD's near-final drafts on February 2, 2018.⁷

NPD, working with the Rutgers School of Criminal Justice, conducted a survey of 490 residents for feedback on the draft policy. As required under the First-Year Monitoring Plan, NPD also implemented and expanded its pilot program to introduce the in-car and body-worn cameras within the Second and Fifth Precincts of the Division. (See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 36.)⁸

I. Discipline

Under the First-Year Monitoring Plan, NPD was to develop a disciplinary matrix, establish a unified system for implementing the matrix, and conduct its first annual review of its disciplinary process and actions. (See Memorandum Submitting First-Year Monitoring Plan, Ex. A at 33-34.) These tasks were delayed due to litigation brought by the Fraternal Order of the Police, Newark Lodge No. 12 ("FOP"). On March 16, 2016, the City passed an ordinance creating the Civilian Complaint Review Board ("CCRB"), which was intended to fulfill the

⁷ After the first year, NPD completed its Body-Worn Camera and In-Car Camera policies. This progress will be discussed in greater detail in the Independent Monitor's Fifth Quarterly Report.

⁸ After the first year, NPD deployed 191 officers with body worn cameras and 33 cars with in-car cameras. NPD's progress implementing the pilot program will be described in greater detail in the Independent Monitor's Fifth Quarterly Report.

civilian oversight entity requirements of the Consent Decree, including civilian oversight over certain aspects of NPD's discipline of its officers. (*See* Consent Decree ¶ 13.) On August 8, 2016, the FOP sued the City, challenging the lawful authority of the CCRB. The New Jersey Superior Court, Essex County, has enjoined the CCRB from fulfilling many of its oversight functions. Because the December 14, 2016 court order prevents NPD from complying with some Consent Decree and First-Year Monitoring Plan requirements, the Parties agreed to put development of this matrix and training curriculum on hold until the injunction is lifted or litigation is resolved.

J. General Officer Training

On November 4, 2016, NPD completed training on the Consent Decree and its requirements, as required by Paragraph 10 of the Consent Decree. As new recruits graduate from the Academy, they are provided with this Consent Decree training.

As noted above, NPD was unable to comply with substantive training deadlines, such as July 1, 2017 for bias-free policing and July 9, 2017 for community policing. (*See* Memorandum Submitting First-Year Monitoring Plan, Ex. A at 24, 28.)

III. MONITOR'S SECOND-YEAR PRIORITIES

A. Revision of Policies, Community Review and Training

The Monitor and the Parties recognize that new policies and training are most directly tied to the Consent Decree's overarching purpose: to ensure "police services delivered to the people of Newark fully comply with the Constitution and laws of the United States, promote public safety and officer safety, and increase public confidence in the [NPD]." (Consent Decree ¶ 2.) New policies form the basis of officer training, which has the greatest impact on officer behavior and NPD's relationship with the community it serves. For this

reason, the Parties have agreed to prioritize in the second year: (1) completing NPD's new and revised policies and (2) NPD's implementation of training on these policies.

B. Use of Force

The Parties plan to continue their focus on Use of Force training in the second year, drawing from NPD's internal resources, technical assistance from the Monitoring Team, and curriculum review from DOJ. Under the Second-Year Monitoring Plan, NPD is committed to completing its scenario-based training curriculum, developing lesson plans, and training its personnel on its revised Use of Force and related policies within 60 days of completing its Firearms/Weapons policy and Use of Force: Reporting, Investigation and Review policies. (*See Exhibit A at 1.*)

Further, the Monitor will conduct a baseline assessment of NPD's Use of Force data, which will provide the foundation for the Monitoring Team's audits of NPD's policing activities. (*See Exhibit A at 7.*) The Monitor's ability to conduct this assessment will depend on NPD developing forms to collect the data required under the Use of Force Reporting policy and obtaining the technical capacity to extract and analyze the data.

C. Stops, Searches, and Arrests

As noted above, NPD has developed near-final drafts of the (i) Stop, (ii) Search, and (iii) Arrest policies. Under the Second-Year Monitoring Plan, NPD has committed to completing its training curriculum, developing lesson plans, and training NPD personnel on its revised Stop, Search, and Arrest policies by December 31, 2018. (*See Exhibit A at 8-9.*) Though not required by the Consent Decree, NPD has also committed to creating a new, stand-alone policy to address interactions with members of the community who identify as Lesbian, Gay, Bisexual, Transgender Questioning/Queer, or Intersex. The Monitoring Team will report on this policy's development in its quarterly reports.

NPD also will develop a form to collect data on all investigatory stops and searches by November 30, 2018. (*See Exhibit A at 10.*)

D. Property and Evidence Management

As reflected in the Second-Year Monitoring Plan, NPD committed to (1) revising its policies on: property and evidence packaging and storage, custody and inventory of prisoners' personal property, and evidence and property management by May 1, 2018; (2) conducting a full audit of its firearms inventory in evidence storage facilities and property rooms by July 1, 2018; and (3) continuing to review the disciplinary histories of officers who regularly handle valuable contraband or cash to determine if any officer has exhibited behavior indicating a potential theft risk. (*See Exhibit A at 13-15.*)

E. Internal Affairs: Complaint Intake and Investigation

Under the Second-Year Monitoring Plan, NPD will, among other things: (1) submit its internal affairs policy for community review; (2) complete its Internal Affairs training curriculum within 60 days of completion of its policy; (3) begin administering its revised Internal Affairs training; (4) make its complaint forms publicly available by June 1, 2018; (5) improve public access to complaints and allegations on an ongoing basis; and (6) provide a plan for an integrity audit of its internal affairs personnel by September 1, 2018, and conduct an audit within 60 days of approval of the plan. (*See Exhibit A at 16-19.*)

F. Community Engagement and Civilian Oversight

The Parties and Monitor view NPD's community engagement efforts as essential to NPD's successful implementation of the Consent Decree's requirements, and establishing a relationship with the community it serves. Under the Second-Year Monitoring Plan, NPD will conduct review of its current staffing allocation and personnel deployment and develop a

community policing strategy that involves all officers assigned to policing precincts, including the Community Service Officers. (*See* Exhibit A at 24-25.)

Although not explicitly required under the Second-Year Monitoring Plan, beginning in February 2018, NPD instituted its precinct-specific Community Policing Plans, which involve: (i) identifying neighborhoods, (ii) establishing partnerships with community stakeholders, and (iii) working collaboratively with stakeholders to solve problems identified by the community members.

G. Community Policing and Bias-Free Policing

Under the Second-Year Monitoring Plan, NPD will revise its Community Policing policy by May 15, 2018, engaging Newark community residents and groups in the process prior to, and concurrent with, development of the policy. (*See* Exhibit A at 27.) NPD will also complete its training curriculum within 60 days of approval of the policy and begin training its personnel on its revised Community Policing policy. (*See* Exhibit A at 27, 29.)

Under the Second-Year Monitoring Plan, NPD will administer bias-free policing training to all applicable personnel by December 31, 2018. (*See* Exhibit A at 31.)

NPD is required to conduct quarterly demographic analyses of its enforcement activities to ensure bias-free policing. (*See* Consent Decree ¶ 65.) NPD's ability to do so will substantially overlap with its ability to collect and report demographic data as part of its revised Stop, Search and Arrest policies, as that data will be useful in analyzing whether NPD is practicing bias-free policing. Under the Second-Year Monitoring Plan, NPD will update its data systems so that it has the ability to conduct these analyses by September 30, 2018. (*See* Exhibit A at 31.)

H. Data Systems Improvements: Early Warning and Records Management Systems

As part of the Second-Year Monitoring Plan, the City will continue to make a substantial investment in its technology to address NPD's data systems infrastructure so that NPD is able to provide sample data for auditing and reporting purposes. (*See* Exhibit A at 32-36.) Under the Second-Year Monitoring Plan: (1) NPD will provide sample data to the Monitor in each subject area where data collection/analysis is required by the Consent Decree by June 30, 2018 so the Monitor can conduct a data baseline assessment; (2) by September 30, 2018, the City and NPD will engage an independent IT consulting firm and conduct an assessment and "gap" analysis to help NPD determine what systems need to be upgraded or replaced; and (3) the City and NPD will begin the procurement process to obtain a new RMS, if necessary, by September 30, 2018. (*See* Exhibit A at 32, 35.) These achievements are fundamental steps towards NPD developing a modern police department, and a Consent Decree-compliant data systems infrastructure.

I. In-Car Cameras and Body Worn-Cameras

Under the Second-Year Monitoring Plan, NPD will complete its training curriculum on the use of in-car and body-worn cameras within 60 days of approval of its policies, and begin training NPD personnel on its revised In-Car and Body-Worn Camera policies. (*See* Exhibit A at 37-38.) NPD will also continue to expand its body-worn camera and in-car camera pilot program. (*See* Exhibit A at 38.) Further, NPD will equip all marked patrol cars with cameras by December 31, 2018. (*See* Exhibit A at 38.)

J. Discipline

As noted above, the Parties put development of this matrix and training curriculum on hold until the injunction is lifted or litigation is resolved. Even if the Superior

Court enjoins aspects of the CCRB ordinance permitting the CCRB to conduct police misconduct investigations, the City and NPD can still develop and implement a disciplinary matrix that sets forth the range of penalties for specific incidents of misconduct that are sustained by the Public Safety Director. The matrix does not require that CCRB members investigate or adjudicate police misconduct allegations. It simply defines the range of penalties that will apply to specific offenses. As a result, the Monitor believes that development of the matrix and training curriculum does not run afoul of the court order. The Monitor will encourage NPD to finalize this matrix.

K. General Officer Training

Under the Second-Year Monitoring Plan, NPD will have all training curricula and lesson plans drafted, with some training having been administered or in the process of being administered by June 30, 2018. (*See Exhibit A at 41.*) Further, NPD committed to providing the necessary data to allow the Monitoring Team to conduct a baseline assessment of NPD's training records by March 31, 2018. (*See Exhibit A at 42.*)

L. Consent Decree Implementation and Enforcement

Under the Second-Year Monitoring Plan, the Monitor will file quarterly reports with the Court as required by Paragraph 183 of the Consent Decree. (*See Exhibit A at 45-46.*) The Monitor will file Quarterly Reports within 45 days of the end of each reporting period. (*See Exhibit A at 46.*) These reports will discuss the Monitor's substantive findings regarding NPD's level of compliance with the Consent Decree. Within 60 days of the filing of each quarterly report, the Monitor will host a community forum to discuss and explain the findings in the quarterly report. (*See Exhibit A at 46.*)

Under the Second-Year Monitoring Plan, NPD will provide all the requisite data to conduct baseline assessments of Stop, Search and Arrest, Use of Force, Theft Allegations,

Training, Supervision and Accountability, pursuant to Paragraph 174 of the Consent Decree. (See Exhibit A at 43.) The Monitor will conduct its first compliance review/audit by December 31, 2018. (See Exhibit A at 44-45.) The timing of these assessments and audits will depend on NPD's ability to provide the necessary data.

IV. COMMUNITY COLLABORATION AND COMMUNICATION

As reflected in the First-Year Monitoring Plan, Newark community members are integral to NPD's implementation of the Consent Decree, sharing their experiences, concerns and ideas. For example, during two events to discuss the First and Second Quarterly Reports, community members actively participated by asking questions about the role of the Independent Monitor, and sharing personal stories of their interactions with NPD officers.

The Monitor also conducted surveys of Newark community members. The Monitoring Team worked with Ashley Koning, Ph.D., and her team at the Eagleton Center for Public Interest Polling, part of the Eagleton Institute of Politics at Rutgers, The State University of New Jersey ("Eagleton"), to design and conduct a survey about Newark residents' experiences with and perceptions of the NPD and public safety. Eagleton administered the survey to over 600 Newark City residents and provided an executive summary of the results. In addition to the Community Probability Survey, the Monitoring Team prepared a modified version of Eagleton's Community Probability Survey that all City residents were invited to complete ("Non-Probability Community Survey"). The Monitoring Team held events at various community spaces between March 4, 2017 and April 1, 2017. At these events, community members had an opportunity to meet members of the Monitoring Team and participate in the Non-Probability Community Survey, providing the Monitoring Team with their experience with, and perceptions of NPD and public safety. The survey was also made available online. Altogether, the Monitoring Team collected over 150 surveys.

Under the Second-Year Monitoring Plan, the Newark community will take on a larger role in the implementation process. NPD's community engagement efforts related to its new Community Policing Policy and Bias-Free Policing training will include efforts to gain community input for the drafting of the policy and the training. NPD will assemble a working group of representatives from community organizations. After the Community Policing and Bias-Free Policing training drafts have been created, the working group will review the drafts and provide feedback on them.

Additionally, under the Second-Year Monitoring Plan, several of NPD's newly revised policies will be discussed and reviewed at community forums, including: (1) Consensual Citizen Contacts and Investigatory Stop; (2) Searches With or Without a Search Warrant; (3) Arrests With or Without an Arrest Warrant; (4) Internal Affairs: Complaint Intake; and (5) Use of Force Reporting, implementing the All Force Investigation Team. Specific dates for the community forums will be determined as drafts of the policies are completed.

V. CONCLUSION

The Monitor and the Parties continue to work collaboratively to implement the Consent Decree requirements, including in the creation of the Second-Year Monitoring Plan. The Plan represents the Monitor's and the Parties' learned experience from the first year of implementation, and continued commitment to achieving compliance with the Consent Decree and transforming NPD into a modern police force. The Monitor and the Parties respectfully request that the Court approve the Second-Year Monitoring Plan.

RESPECTFULLY SUBMITTED,

/s/ Peter C. Harvey
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Exhibit A

**Newark Police Division Monitoring Team
Second-Year Monitoring Plan**

Newark Police Division Monitoring Team Second-Year Monitoring Plan



NPD
INDEPENDENT
MONITOR

February 17, 2018 – February 16, 2019

This chart outlines the Independent Monitor's Plan for the Second Year and sets forth, in abbreviated form, the requirements of the Consent Decree. The chart is to be read in conjunction with its accompanying appendices: the "Critical Path" for Tasks Implementation (EXHIBIT B) and Compliance Methodology (EXHIBIT C), which provide more details about each "Achievement" listed in the chart, including the discrete steps required to accomplish each "Achievement." Nothing in this document supersedes the language of the Consent Decree dated May 5, 2016.

The Monitoring Plan's primary objectives, reflected in bold print and shaded orange rows, detail the broad requirements established in the Consent Decree. Below the primary objectives, in columns with plain text and no shading, the Chart provides six categories of information: (1) Achievement; (2) Methodology Notes; (3) Origination Responsibility; (4) Review Responsibility; (5) First-Year Monitoring Plan Deadline for Achievement; and (6) Second-Year Monitoring Plan Deadline for Achievement.

The Achievement column describes specific accomplishments that must be met to achieve a primary objective. The Methodology Notes column gives further information about how an Achievement will be accomplished, when necessary. The Origination Responsibility column indicates the entity (or entities) responsible for the primary work for an achievement. The Review Responsibility column indicates the entity (or entities) who will review the primary work being done in connection with an achievement. The entities with origination and review responsibility are responsible for accomplishing the achievement by the appropriate deadline. The fifth column contains original deadlines set forth in the First-Year Monitoring Plan. The Second-Year Monitoring Plan Deadline for Achievement column details anticipated timeframes for achievement of tasks that have not been accomplished by their original deadline or tasks that were not included in the First-Year Monitoring Plan.

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I. USE OF FORCE

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Develop Use of Force Policy: NPD will develop and implement a use of force policy or set of policies that cover all force techniques, technologies, and weapons that are available to NPD officers. The policy or policies will clearly define each force option and specify that unreasonable use of force will subject officers to discipline. (¶¶ 66-74)					
NPD will review and revise its current use of force policy or policies to ensure compliance with Consent Decree.		NPD	Monitor DOJ City	March 2, 2017	March 31, 2018
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)		NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
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 and roll-call training required.	See “Critical Path” for Tasks Implementation. ¹	NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy

¹Deadlines for Achievements that reference the Critical Path for Tasks Implementation in the Methodology Notes Column require the entity with Origination Responsibility to produce a *final product* by the Deadline for Achievement. The draft/revision process set forth in the Critical Path for Tasks Implementation must therefore take place before these deadlines. Furthermore, because the policies required under the Consent Decree are in various stages of development, the Critical Path is no longer applicable to the policy development process. Nevertheless, the document remains applicable to the development of training curricula under the Second-Year Monitoring Plan.

USE OF FORCE Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
(¶ 11)					
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to ensure compliance with Consent Decree.	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ City	February 28, 2017	45 days before training is implemented
NPD will provide the proposed testing for review.		NPD	Monitor DOJ City		30 days before training is implemented
Monitor, DOJ and City will provide NPD with feedback on proposed testing.			Monitor DOJ City		15 days before training is implemented
Audit of NPD Firearms Certification Oversight (¶¶ 70-71, 74)					
NPD will provide resources for officers to maintain proper weapons certifications and will implement sanctions for officers who fail to do so. Officers will be prohibited from using unauthorized weapons or ammunition. (¶¶ 70-71, 74)		NPD	Monitor	Ongoing	Ongoing
Monitor will inspect NPD firearms range to ensure compliance with applicable standards and will review the firearms qualification scheduling protocol to ensure proper scheduling of all officers. Monitor will review firearms		Monitor		Ongoing	Ongoing

USE OF FORCE Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
<p>qualification documentation to ensure that (1) the course of fire complies with NJ Attorney General directives and (2) officers who fail to qualify are properly remediated or sanctioned.</p> <p>Monitor will review the applicable NPD General Order to ensure that unauthorized weapons and ammunition are prohibited and that supervisory responsibilities to oversee that requirement are established and documented.</p>					
<p>NPD Use of Force Reporting and Investigation: NPD will adopt a use of force reporting system and a supervisor Use of Force Report, separate from the NPD's arrest and incident reports, and which includes individual officers' accounts of their use of force. (¶¶ 75-85)</p>					
<p>NPD will establish a mechanism by which use of force and citizen interaction complaints are reviewed by training staff to form the basis of changes in training to address the issues arising from these complaints.</p>	<p>See "Critical Path" for Tasks Implementation.</p>	<p>NPD</p>	<p>Monitor DOJ City</p>	<p>January 9, 2017</p>	<p>September 30, 2018</p>
<p>Monitor will review and assess (1) NPD Use of Force Report forms, and (2) NPD General Orders, to ensure that officers are required to fill out the report forms in all incidents where force</p>	<p>Monitor will review officer and supervisor report forms to ensure that they capture information necessary to facilitate</p>		<p>Monitor</p>	<p>January 9, 2017</p>	<p>September 30, 2018</p>

USE OF FORCE Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
is employed.	appropriate recording and review of use of force incidents. This review will identify necessary additions or modifications to comply with the Consent Decree. (Phase I)				
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.	<p>Monitor will review the levels of force categories identified in the NPD Use of Force Policy to ensure NPD’s capacity to provide for the reporting, investigation and review of use of force incidents.</p> <p>Applicable NPD Policy and General Orders will be reviewed to ensure that the use of force incident consequences and characteristics identified in the Consent Decree are appropriately taken</p>	NPD DOJ Monitor		November 15, 2017	September 30, 2018

USE OF FORCE Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
	into account as a basis for employing various levels of investigation and review. (beginning of Phase II)				
NPD will establish a Serious Force Investigation Team (“SFIT”) to review Serious Force Incidents, conduct criminal and administrative investigations of Serious Force incidents, and determine whether incidents raise policy, training, tactical, or equipment concerns. Lower or intermediate force incidents will be investigated by line supervisors. (§§ 78-84, 86-94)					
NPD will create and implement (1) a General Order establishing the SFIT to ensure sufficient staffing consistent with § 92 of the Consent Decree; and (2) General Orders establishing line supervisors’ responsibilities to investigate lower and intermediate use of force incidents.		NPD	Monitor DOJ City	February 1, 2017	March 31, 2018
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)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of General Orders	Within 60 days after approval of General Orders
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent			Monitor DOJ	Within 60 days after approval of General Orders	Within 60 days after approval of General Orders

USE OF FORCE Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Decree to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)					
NPD will issue a report, analyzing the data in its officer force reports and supervisor investigative reports and identifying significant trends, as well as policies and practices that need to be revised. (¶¶ 85, 168)		NPD	Monitor	June 5, 2017	December 31, 2018
NPD will maintain a Use of Force Review Board (“UFRB”) to conduct timely, comprehensive and reliable reviews of all Intermediate and Serious Force incidents, in accordance with the requirements set forth in the Consent Decree. (¶¶ 88, 95, 96, 98, 102)					
NPD will create a General Order establishing the UFRB, ensure that it is staffed consistent with Consent Decree provisions, and ensure that the responsibilities assigned are consistent with Consent Decree provisions.		NPD	Monitor DOJ	May 1, 2017	March 31, 2018
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policy or procedure and that the topic is incorporated into the in-service training required, which will provide the UFRB with 8 hours of training. (¶¶ 11, 97)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of General Order	Within 60 days after approval of General Order
NPD will provide drafts of new or		NPD	Monitor	Within 60 days	Within 60 days after approval

USE OF FORCE Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)			DOJ	after approval of General Order	of General Order
NPD's UFRB will conduct timely, comprehensive, and reliable reviews of SFIT and Intermediate Force incidents and document its findings and recommendations. (¶¶ 13, 96-101)	SFIT investigations will be chaired by the Director or a designee, who will complete the review within 7 days of receipt of the SFIT's presentation to the UFRB, and include the civilian oversight entity in the review of the completed SFIT investigations, as permitted by law. (¶ 101)	NPD Civilian Oversight Entity		Ongoing	Ongoing
NPD will provide Monitor with Use of Force data for a baseline assessment.					
NPD will provide the Monitor with Use of Force data, including, but not limited to, field inquiry reports and incident reports		NPD			June 30, 2018
The Monitor will conduct a baseline assessment of NPD's Use of Force data.		Monitor			December 31, 2018

II. STOPS, SEARCHES AND ARRESTS

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD will revise policies in accordance with ¶¶ 25-42, 55-62 of the Consent Decree.					
NPD will begin training modules for the revised policies upon the Monitor and DOJ's approval of the revised policies.					
NPD will provide all officers with 16 hours of training on stops, searches, and arrests. (¶ 43)					
NPD will review and revise its current stop, search, and arrest policy or policies to ensure compliance with Consent Decree.		NPD	Monitor DOJ City	September 4, 2017	March 31, 2018
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)			Monitor	Within 60 days after approval of policy	Within 60 days after approval of policy
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)	See "Critical Path" for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will develop a protocol to gauge retention of stop, search, and arrest training and approve testing mechanisms to ensure	See "Critical Path" for Tasks Implementation.	NPD	Monitor DOJ City	February 28, 2017	45 days before training is implemented

STOPS, SEARCHES AND ARRESTS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
compliance with Consent Decree.					
NPD will provide the proposed testing to the Monitor, DOJ and the City for review.		NPD	Monitor DOJ City		30 days before training is implemented
Monitor, DOJ and the City will provide NPD with feedback on proposed testing.			Monitor DOJ City		15 days before training is implemented
NPD will provide drafts training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	November 1, 2017	June 30, 2018
NPD to 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.	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	November 1, 2017	December 31, 2018
NPD will implement a 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)²					
NPD will develop categories and fields of data necessary to capture required information in report forms.	Monitor’s “Data Team” will assist in development as necessary.	NPD	Monitor DOJ	August 1, 2017	November 30, 2018

²NPD will review the status of this achievement by November 30, 2018 as this achievement is contingent upon completion of gap assessment of NPD’s data collection and analysis capabilities.

STOPS, SEARCHES AND ARRESTS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD will develop a data collection form to ensure compliance with the Consent Decree.	See "Critical Path" for Tasks Implementation.	NPD	Monitor DOJ City	November 1, 2017	November 30, 2018
NPD will train officers to use specific and individualized descriptive language in reports or field inquiry forms. (§ 26)	Training included in 16 hours of training on stops, searches, and arrests.	NPD	Monitor DOJ	November 1, 2017	November 30, 2018
Data Analysis Protocol: NPD will develop a protocol for comprehensive analysis of stop, search and arrest data, subject to the review and approval of the DOJ and Monitor. (§ 53)					
NPD will review its current data collection and analysis capacity and identify the gaps between its current capacity and the capacity required by the Consent Decree.	Identify fields in data collection mechanisms for collection of gender, race, ethnicity or national origin, and age information across NPD units. Create plan to implement uniform fields across data collection mechanisms to capture race/ethnicity. Create plan for tracking data.	NPD	Monitor DOJ	December 1, 2016	September 30, 2018

STOPS, SEARCHES AND ARRESTS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
	Identify data parameters. Create methodology to identify Disproportionate Representation of Minorities using Relative Rate Index ("RRI").				
NPD will develop categories and fields for capturing the data required by the Consent Decree. (§ 51-54)		NPD	Monitor DOJ	December 1, 2016	September 30, 2018
NPD will create protocol for comprehensive analysis of stop, search and arrest data.	See "Critical Path" for Tasks Implementation.	NPD	Monitor DOJ City	April 3, 2017	January 31, 2019
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)	See "Critical Path" for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of protocol	Within 60 days after approval of protocol
Data Report: NPD will issue a report summarizing and analyzing the data collected on its stops, searches, arrests, and uses of force. The report will also set forth the steps taken by the NPD to correct problems and build on successes indicated by the data. (§ 168)					
NPD will provide a draft report to Monitor and Parties.		NPD	Monitor DOJ City	May 12, 2017	May 15, 2018

STOPS, SEARCHES AND ARRESTS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Monitor and Parties review draft report and provide revisions to NPD if necessary.			Monitor DOJ City	June 12, 2017	June 15, 2018
NPD will finalize the report based on feedback from the Monitor and Parties.		NPD	Monitor DOJ City	July 1, 2017	June 30, 2018
NPD will provide periodic reports to Monitor and Parties.		NPD	Monitor DOJ City		Yearly after June 30, 2018
NPD supervisors to take appropriate action to address violations or deficiencies in stops, detentions, searches, and arrests; maintain records; and identify repeat violators. (¶ 48)		NPD	Monitor	Ongoing	Ongoing

III. PROPERTY AND EVIDENCE MANAGEMENT

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Implement Chain of Custody and Inventory Policy: The NPD will ensure that in all instances where property or evidence is seized, the responsible officer will immediately complete an incident report documenting a complete and accurate inventory of the property or evidence seized, and will submit the property or evidence seized to the property room before the end of tour of duty. (§§ 105, 110)					
NPD will create a chain of custody and inventory policy or policies to ensure compliance with § 110 of the Consent Decree.	Monitor will review any existing policies and procedures regarding the intake, storage, and release of property. Monitor will examine the physical structure of property storage to include the video capacity, and evaluate the computer systems used to record property seized.	NPD	Monitor DOJ City	April 1, 2017	May 1, 2018
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policies or procedures and that the topic is incorporated into the in-service training required. (§ 11)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of policies	Within 60 days after approval of policies
NPD will provide drafts of new or revised training plans or			Monitor	Within 60 days after approval of policies	Within 60 days after approval of policies

PROPERTY AND EVIDENCE MANAGEMENT Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)					
NPD Internal Review of Disciplinary Files: NPD will review the disciplinary histories of its officers who routinely handle valuable contraband or cash, especially those in specialized units, to identify any patterns or irregularities indicating potential risk of theft by officers. (¶ 107)					
NPD will provide a report to the Monitor and supporting documents identifying officers handling contraband or cash.		NPD	Monitor DOJ	May 17, 2017	July 1, 2018
Transfer of NPD officers: To the extent permitted by law and NPD's collective bargaining agreements, NPD officers identified as having a sustained complaint of theft, or two not sustained or unfounded complaints of theft occurring within one year, will be moved out of positions where those officers have access to money, property, and evidence. (¶ 108)					
City legal department to review legal requirements and collective bargaining agreements regarding transfer of NPD officers consistent with ¶ 108 of the Consent Decree.		City	Monitor DOJ NPD	November 30, 2016	Ongoing
NPD shall transfer all officers meeting the criteria set forth in ¶ 108, or provide written explanations as to why an officer cannot be transferred under the law or a collective bargaining agreement.		NPD	Monitor DOJ City	Date to be determined based on City's review of legal requirements and collective bargaining agreements	Date to be determined based on City's review of legal requirements and collective bargaining agreements

PROPERTY AND EVIDENCE MANAGEMENT Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD Audits: NPD will conduct and document periodic audits and inspections of the property room and immediately correct any deficiencies. (¶ 111)					
NPD will conduct a complete audit of all firearms stored in the property and evidence room and other storage facilities.	See “Critical Path” for Tasks Implementation	NPD	Monitor DOJ	N/A	July 1, 2018

IV. INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Transparent Complaint Process: NPD will revise its policies to prohibit practices that discourage complainants and witnesses from coming forward, including the requirements set forth in ¶ 115.					
NPD will review and revise its policies for releasing complaints and misconduct allegations to make such complaints and allegations publicly available and ensure compliance with the Consent Decree.		NPD	Monitor DOJ	March 3, 2017	March 31, 2018
NPD will provide drafts of new or revised training plans or training curricula the Monitor and DOJ for review and approval prior to implementation. (¶ 11)		NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
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.		NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will submit to the Monitor and DOJ its written plan for conducting and reporting on an integrity audit to identify officers/		NPD	Monitor DOJ	N/A	September 1, 2018

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
employees who refuse to accept or discourage the filing of misconduct complaints, fail to report misconduct or complaints, or provide false or misleading information about filing a misconduct complaint. (§§ 117-118)					
Upon approval of its audit plan by the Monitor and DOJ, NPD will conduct an initial audit to identify officers/employees who refuse to accept or discourage the filing of misconduct complaints, fail to report misconduct or complaints, or provide false or misleading information about filing a misconduct complaint. NPD will submit the results of its audit to the Monitor and DOJ for review. (§§ 117-118)		NPD	Monitor DOJ	First audit to take place by October 12, 2017	Within 60 days of approval of auditing plan.
NPD will take appropriate disciplinary actions against officers/ employees who refuse to accept or discourage the filing of misconduct complaints, fail to report misconduct or complaints, or provide false or misleading information about filing a misconduct complaint, as set		NPD	Monitor DOJ	N/A	Ongoing

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
forth in ¶¶ 117-118.					
NPD will create a training curriculum and/or training bulletins for police personnel, including dispatchers, to properly handle complaint intake, including how to provide complaint materials and information; the consequences for failing to take complaints; and strategies for turning the complaint process into positive police-civilian interaction. (¶ 116)					
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)		NPD	Monitor DOJ	January 9, 2017	Within 60 days after approval of policy
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the Internal Affairs: Complaint Intake and Investigation policy and that the topic is incorporated into the in-service training required.		NPD	Monitor DOJ	January 9, 2017	Within 60 days after approval of policy
NPD and City, in collaboration with the civilian oversight entity or other community input, will develop and implement a program to publicize to the Newark Community how to make police misconduct complaints. (¶ 112)					
NPD and the City will revise and make forms and other materials outlining the complaint process and OPS contact information available on their websites and appropriate government properties. (¶ 113)	NPD will review and revise its current complaint forms in use (DP1-1984 IOP, Citizen Complaint forms, and online forms) to ensure compliance with the Consent Decree. Monitor will ensure	NPD City	Monitor DOJ	February 6, 2017	June 1, 2018

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
	NPD communicates with attorney of record of a represented complainant after review of complaint forms/other investigative materials.				
NPD will accept all complaints, by all methods and forms detailed in ¶ 114.		NPD	Monitor	February 6, 2017	Ongoing
NPD will provide civilians, including complainants and witnesses to alleged police misconduct, with full access to NPD's complaint process. (¶ 115)		NPD	Monitor	February 6, 2017	Ongoing
NPD and the City, in collaboration with civilian oversight entity, will prepare enabling directives and protocols establishing the program.		NPD City Civilian Oversight Entity	Monitor DOJ	April 3, 2017	
NPD Misconduct Reporting and Investigation Process: NPD will require that all officers and employees report allegations of criminal behavior or administrative misconduct by another NPD officer toward a member of the public, that they may observe themselves or receive from another source, to a supervisor or directly to OPS for review and investigation. When a supervisor receives such allegations, the supervisor will promptly document and report this information to OPS. (¶ 119)					
NPD will investigate as a misconduct complaint any information or testimony arising		NPD	Monitor	Ongoing	Ongoing

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
in criminal prosecutions or civil lawsuits that indicate potential officer misconduct not previously investigated by NPD. (¶ 120)					
NPD will create an OPS Notification protocol to ensure compliance with the Consent Decree.		NPD	Monitor DOJ	May 1, 2017	October 1, 2018
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the protocol or procedure and that the topic is incorporated into the in-service training required.		NPD	Monitor DOJ	Within 60 days after approval of protocol	Within 60 days after approval of protocol
NPD will provide drafts of new or revised training plans or training curricula related to the requirements of the Consent Decree to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)			Monitor	Within 60 days after approval of protocol	Within 60 days after approval of protocol
NPD will train OPS supervisors to conduct thorough and complete investigations that include conclusions and recommendations that are adequately supported by the evidence. (¶ 141)	See “Critical Path” for Tasks Implementation	NPD	Monitor DOJ	June 5, 2017	September 1, 2018

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Complaint Classification Protocol: NPD will adopt a complaint classification protocol that is based on the nature of the alleged misconduct, in order to guide OPS in determining where a complaint should be assigned for investigation. (¶ 121)					
NPD will implement complaint classification protocol to ensure compliance with the Consent Decree.		NPD	Monitor DOJ	May 1, 2017	March 31, 2018
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the protocol or procedure and that the topic is incorporated into the in-service training required.		NPD	Monitor DOJ	Within 60 days after approval of protocol	Within 60 days after approval of protocol
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)		NPD	Monitor DOJ	Within 60 days after approval of protocol	Within 60 days after approval of protocol
NPD's OPS will investigate all allegations of Serious Misconduct as defined in the Consent Decree. (¶¶ 122)		OPS NPD	Monitor	Year Two	Ongoing
NPD/OPS will submit to the Monitor and DOJ its written plan for monitoring and reporting on investigations referred to officers' precincts and specialized units for quality, objectivity and thoroughness, for identifying		OPS NPD	Monitor DOJ	N/A	September 1, 2018

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
trends in investigative or leadership deficiencies, and for taking appropriate action if investigations are deficient. (¶ 124)					
NPD's OPS will routinely monitor investigations referred to officers' precincts and specialized units for quality, objectivity and thoroughness, and take appropriate action if investigations are deficient. OPS will also identify trends in investigative or leadership deficiencies. (¶ 124)		OPS NPD	Monitor DOJ	Year Two	Ongoing
NPD will maintain a centralized numbering and tracking system for all misconduct complaints. (¶ 125)					
NPD will create a protocol to link an "event" number retrieved from the CAD, which enables NPD to provide a complainant with an identifying number in real time.		NPD	Monitor DOJ	May 1, 2017	May 31, 2018
NPD will improve OPS' complaint tracking and assessment practices in accordance with ¶ 149.		NPD	Monitor DOJ	Year Two	November 30, 2018
NPD will use a case management system to ensure appropriate caseloads for OPS investigators and timely completion of investigations. (¶ 146)					
NPD will use a case management system to track and maintain appropriate caseloads for OPS	Monitor will examine OPS investigator to officer ratio and OPS	NPD	Monitor	Ongoing	Ongoing

INTERNAL AFFAIRS: COMPLAINT INTAKE AND INVESTIGATION Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
investigators and promote the timely completion of investigations by OPS. (§ 146)	investigator to case ratio and determine if these ratios are appropriate and consistent with similarly situated police departments. Monitor will confirm caseload through review of IA PRO as well.				
NPD will require and provide appropriate training for OPS investigators upon their assignment to OPS, with refresher training at periodic intervals. At a minimum, NPD will provide 40 hours of initial training and eight hours additional in-service training on an annual basis. (§§ 147-148)					
NPD will review and revise its current OPS policy to require training of OPS investigators.		NPD	Monitor DOJ City	July 31, 2017	March 31, 2018
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (§ 11)		NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy

V. COMMUNITY ENGAGEMENT AND CIVILIAN OVERSIGHT

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Within 180 days of the Operational Date [July 12, 2017], and every year thereafter, the Monitor will conduct a reliable, comprehensive, and representative baseline survey, consistent with the criteria set forth in the Consent Decree, of the Newark community's experience with and perceptions of NPD and public safety. (§ 22)					
Monitor will develop measurements of public satisfaction with policing, attitudes among police personnel, and the quality of police-citizen encounters.		Monitor	DOJ	November 1, 2016	September 1, 2018
Monitor will conduct annual surveys (in English, Spanish, and Portuguese as necessary).	NPD and the City will cooperate with the design and conduct of the surveys.	Monitor (City and NPD to assist as necessary)	DOJ City	January 9, 2017	September 1, 2018
The Monitor will conduct focus groups of Newark youth regarding their interactions with NPD.		Monitor			June 30, 2018
NPD will assess and revise its staffing allocation and personnel deployment to support community policing and problem-solving initiatives, and will modify deployment strategies that are incompatible with community policing, such assessment and modified strategy to be provided to the DOJ and Monitor for approval. (§ 15)					
NPD will conduct review of its current staffing allocation and personnel deployment and develop a community policing strategy that involves all officers		NPD	Monitor DOJ	October 30, 2016	March 31, 2018

COMMUNITY ENGAGEMENT AND CIVILIAN OVERSIGHT Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
assigned to policing precincts, including the Community Policing Officers.					
NPD will identify what changes in personnel allocation will be made, if necessary, based on the staffing study.		NPD	Monitor DOJ		April 30, 2018
NPD will review and revise its current staffing allocation and personnel protocol to ensure compliance with the Consent Decree.	See "Critical Path" for Tasks Implementation.	NPD	Monitor DOJ	July 9, 2017	March 31, 2018
Within 365 days of the Operational Date [July 12, 2017], City will establish through executive order and/or municipal legislation a civilian oversight entity to assess and review NPD's efforts to comply with the Consent Decree. (§ 13)					
The Monitor will review the executive order and/or municipal legislation established by the City for compliance with the Consent Decree.		Monitor	DOJ City	January 13, 2017	
The Monitor will assess the allocation of resources to determine whether the civilian oversight entity will be able to execute its duties and responsibilities.		Monitor	DOJ City	February 13, 2017	
NPD will meet with the civilian oversight entity to discuss data, policies, and reporting being made available to the public, and		NPD Civilian Oversight Entity	Monitor	Year Two	

COMMUNITY ENGAGEMENT AND CIVILIAN OVERSIGHT Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
rationales for not disclosing certain data, policies, and reporting.					

VI. COMMUNITY POLICING AND BIAS-FREE POLICING

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Community-Oriented Policing Policy: NPD will integrate concepts of community and problem-oriented policing into its policies. (Section V)					
NPD will review and revise its current community policing policy or policies to ensure compliance with Consent Decree.		NPD	Monitor DOJ City	June 6, 2017	May 15, 2018
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)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)	Training content will incorporate the Director’s Strategic Vision, the fundamentals of Community Policing as it relates to Police Legitimacy, and the role of officers in supporting the NPD’s mission.	NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ City	February 28, 2017	45 days before training is implemented

COMMUNITY POLICING AND BIAS-FREE POLICING Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
ensure compliance with Consent Decree.					
NPD will provide the proposed testing for review.		NPD	Monitor DOJ City		30 days before training is implemented
Monitor, DOJ and the City will provide NPD with feedback on proposed testing.			Monitor DOJ		15 days before training is implemented
Evaluation of Community Policing Protocol: By February 7, 2017, NPD will implement a protocol to periodically measure the breadth, extent, and effectiveness of its community partnerships and problem-solving strategies, including officer outreach, particularly outreach to youth. (¶ 17)					
NPD will submit first drafts of its measurement protocol to the Monitor and DOJ for review.	The Measurement Mechanism must identify the Newark communities that will be surveyed. Community policing should be measured by completing community policing activities as well as by surveying those served by community policing.	NPD	Monitor DOJ	October 10, 2016	March 31, 2018
The Monitor and DOJ will review the protocol and provide the NPD with feedback.	Review will include assessment of implications for NPD's data system.		Monitor DOJ	November 1, 2016	April 21, 2018

COMMUNITY POLICING AND BIAS-FREE POLICING Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD will submit a final draft of the measurement protocol.		NPD	Monitor DOJ	November 15, 2016	May 5, 2018
NPD will begin implementing the measurement protocol.		NPD	Monitor	February 7, 2017	May 10, 2018
NPD will prepare a publicly available report of its community policing efforts overall and in each precinct. (¶ 18)	Report will identify the results of the assessment NPD has conducted under ¶ 15.	NPD	Monitor	March 10, 2017	April 30, 2018, and on a quarterly basis thereafter
Phase I: Community Policing: NPD will provide its officers training on the benefits and means to achieve effective community engagement. (¶ 14)					
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)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)	Training content will incorporate the Director’s Strategic Vision, the fundamentals of Community Policing as it relates to Police Legitimacy, and the role of officers in supporting the NPD’s mission.	NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy

COMMUNITY POLICING AND BIAS-FREE POLICING Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to ensure compliance with the Consent Decree.	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	February 28, 2017	45 days before training is implemented
NPD will provide the proposed testing for review.		NPD	Monitor DOJ		30 days before training is implemented
Monitor, DOJ and the City will provide NPD with feedback on proposed testing.			Monitor DOJ		15 days before training is implemented
NPD will provide 8 hours of in-service training on community policing and problem-oriented policing methods and skills for all officers, including supervisors, managers and executives. (¶ 14)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	July 9, 2017	September 30, 2018
Phase II: Bias-Free Policing: NPD will provide officers with 8 hours of training on bias-free policing. (¶ 63)					
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to ensure compliance with the Consent Decree.	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	February 28, 2017	45 days before training is implemented
NPD will provide the proposed testing for review.		NPD	Monitor DOJ		30 days before training is implemented
Monitor, DOJ and the City will provide NPD with feedback on			Monitor DOJ		15 days before training is

COMMUNITY POLICING AND BIAS-FREE POLICING Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
proposed testing.					implemented
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)		NPD	Monitor DOJ	July 1, 2017	June 30, 2018
NPD will train all NPD personnel on the bias-free policing policy. (¶ 63)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	July 1, 2017	December 31, 2018
NPD will conduct quarterly demographic analyses of its enforcement activities to ensure bias-free policing. (¶ 65)					
NPD will update its data systems so that it has the capacity to conduct demographic analyses of its enforcement activities.		NPD	Monitor DOJ	October 30, 2017	September 30, 2018
NPD will conduct cumulative and quarterly demographic analyses of its enforcement activities to ensure bias-free policing (¶ 65)		NPD	Monitor DOJ	Quarterly	Quarterly (starting December 31, 2018)

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

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Assessments of Current Data Systems: NPD will provide the Monitor with sample data to analyze its current data collection processes and NPD will engage a consulting firm to determine its data needs.					
NPD will provide sample data to the Monitor in each subject area where data collection/analysis is required so the Monitor can determine NPD data collection abilities (<i>i.e.</i> , “data baseline”).		NPD	Monitor		June 30, 2018
NPD will engage an IT consulting firm to conduct an assessment and gap analysis to help NPD determine what systems need to be upgraded or replaced to enable NPD to meet the data collection and analysis requirements of the Consent Decree. This will include the development of high level requirements for a Records Management System (“RMS”).		NPD	Monitor		September 30, 2018

DATA SYSTEMS IMPROVEMENTS: EARLY WARNING AND RECORDS MANAGEMENT SYSTEMS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Early Warning System: NPD will enhance its Early Warning System so as to comply with the requirements set forth in the Consent Decree. (¶¶ 156-165)³					
NPD to submit funding request to the City, which sets forth the necessary enhancements to its Early Warning System and estimated costs.	See footnote 3.	NPD	City	November 28, 2016	November 1, 2018
City will provide sufficient funding to NPD to enhance its Early Warning System. (¶ 156)	See footnote 3.	City		Before March 30, 2017	January 1, 2019
NPD will develop and implement a data protocol describing information to be recorded and maintained in the Early Warning System. (¶ 157)	Develop a baseline data protocol to address the needs of the prescribed EWS; enhance with any departmental guidance from leadership; update protocol; process same through review	NPD	Monitor DOJ	February 6, 2017	September 30, 2018 for enhanced/current EWS June 30, 2019 for new automated EWS

³The Consent Decree provides that “the EWS will use a *relational database*” to analyze the NPD’s data. (¶ 156) The NPD will not likely be able to implement a relational database in 2018. Before implementing a relational database, the NPD will conduct an assessment, gap analysis, requirements definition, solicitation, and tool selection.

The overall Data Assessment/Improvement methodology is as follows: assess current processes and systems (detailed in the NPD “Consent Decree Implementation” appendix); compare results to the requirements of the Consent Decree; define the gap; define measurable solution requirements to address the gap; develop the (manual) solution/process; implement same; after a period of performance to be determined, assess effectiveness for any areas of improvement; update if necessary, and/or fully implement as necessary; publish protocol and provide necessary training/guidance to ensure success; implement protocol; and develop an audit process to ensure success. This methodology corresponds to the “Critical Path” methodology, but allows for revisions after testing/implementation.

DATA SYSTEMS IMPROVEMENTS: EARLY WARNING AND RECORDS MANAGEMENT SYSTEMS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
	processes (including IMT review); finalize same; publish protocol and provide necessary training/guidance to ensure success; implement protocol; and develop an audit process to ensure success of the EWS.				
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)	Develop business process decisions within the organizational structure; develop a “tool kit” of interventions for supervisor usage; develop processes to ensure consistency in using interventions; and, achieve familiarity by supervisors with non-punitive interventions and how to benefit with same.	NPD	Monitor DOJ	September 11, 2017	September 30, 2018 for enhanced/current EWS June 30, 2019 for new automated EWS
Monitor current EWS process (referred to as the NPD “Performance Monitoring Plan”).	Given the baseline definition of NPD’s current process and	Monitor		Ongoing	Ongoing

DATA SYSTEMS IMPROVEMENTS: EARLY WARNING AND RECORDS MANAGEMENT SYSTEMS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
(¶ 161)	capacity, develop a mechanism to regularly assess operations and ensure consistent practices.				
Implement automated EWS solution. (¶¶ 160-161)	Assess viable procurement methods available to NPD; research and solicit the best options available (on market or other) to meet defined requirements; issue solicitation or other to assess options; procure/develop solution; implement same; test solution; update if necessary; train end-users; fully deploy solution.	NPD City	Monitor DOJ	October 23, 2017	September 30, 2019
Records Management System: NPD will revise its use and analysis of the RMS and the City will provide NPD with sufficient funding and personnel to implement and maintain the RMS. (¶¶ 162-163)					
NPD will provide the Monitor with sample data extracts from its current RMS solution.		NPD	Monitor		September 30, 2018
NPD will begin the procurement process for a new RMS.		NPD			September 30, 2018

DATA SYSTEMS IMPROVEMENTS: EARLY WARNING AND RECORDS MANAGEMENT SYSTEMS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD to submit funding request to the City, which sets forth the necessary enhancements to its Early Warning System and estimated costs.	See footnote 3.	NPD	City	November 28, 2016	November 1, 2018
The City will provide sufficient funding and personnel to NPD so NPD can revise its use and analysis of its RMS. (¶ 163)		City		Year 2 [October 2017-October 2018]	January 1, 2019
NPD will revise its use and analysis of its RMS so it can make efficient and effective use of the data in the System. (¶ 162)	See footnote 3. Develop the (manual) solution/process.	NPD	Monitor DOJ	Year 2 [October 2017-October 2018]	December 31, 2018
Implement automated RMS solution.	See methodology for implementing automated EWS solution.	NPD	Monitor DOJ	Year 2 [October 2017-October 2018]	December 31, 2019

VIII. IN-CAR CAMERAS AND BODY-WORN CAMERAS

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
In consultation with the DOJ and Monitor, NPD will develop a policy regarding footage and audio recordings from its in-car and body-worn cameras. (¶ 104)					
NPD will review and revise its current policy or policies to ensure compliance with the Consent Decree.		NPD	Monitor DOJ	November 1, 2017	March 31, 2018
NPD will create a training curriculum for (1) NPD personnel who are responsible for storing body and car camera footage and audio on, and (2) officers on the revised policy, upon the Monitor and DOJ's approval of the policy. (¶ 11)	See "Critical Path" for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)		NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will develop a policy to designate which cars and officers will not be equipped with cameras or will be equipped with concealed cameras. (¶ 103)					
NPD will review and revise its current policy or policies to ensure compliance with the Consent Decree.		NPD	Monitor DOJ City	November 1, 2017	March 31, 2018

IN-CAR CAMERAS AND BODY-WORN CAMERAS Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)			Monitor DOJ	Within 60 days after approval of the policy	Within 60 days after approval of the policy
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the Body-Worn Cameras and In-Car Cameras policies and that the topic is incorporated into the in-service training required. (¶ 11)	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of the policy	Within 60 days after approval of the policy
NPD will begin the work required to equip all marked patrol cars with video cameras and require all officers, except those set forth in ¶¶ 103-104, to wear body cameras and microphones with which to record enforcement activity. (¶ 103)					
NPD will conduct pilot program on body-worn cameras and develop recommendations for possible device implementation based on the results of the pilot.		NPD	Monitor DOJ	November 1, 2017	Ongoing
NPD will equip all marked patrol cars with video cameras. (¶ 103)		NPD	Monitor DOJ		December 31, 2018

IX. DISCIPLINE

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD will adopt policies that are consistent and fair in their application of officer discipline throughout the Division. (Section XIII)					
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)		NPD	Monitor DOJ	N/A	
NPD will establish a unified system for reviewing sustained findings and applying the appropriate level of discipline pursuant to NPD's disciplinary guidance. NPD will document all disciplinary decisions, including the rationale for any decision to deviate from the level of discipline set out in the disciplinary matrix. (¶ 154)					
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)		NPD	Monitor DOJ	October 10, 2016	
NPD will implement disciplinary guidance for its personnel that addresses the topics addressed in ¶ 153 of the Consent Decree.		NPD	Monitor DOJ	October 10, 2016	
NPD will establish a unified		NPD	Monitor	March 9, 2017	

DISCIPLINE Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
system for reviewing sustained findings and applying the appropriate level of discipline pursuant to NPD's disciplinary guidance. (¶ 154)			DOJ		
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the Discipline policy or procedure and that the topic is incorporated into the in-service training required. (¶ 11)	See "Critical Path" for Tasks Implementation.	NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will provide drafts of new or revised training plans or training to the Monitor and DOJ for review and approval prior to implementation. (¶ 11)		NPD	Monitor DOJ	Within 60 days after approval of policy	Within 60 days after approval of policy
NPD will conduct annual reviews of its disciplinary process and actions. (¶ 155)		NPD	Monitor DOJ	July 12, 2017	

X. GENERAL OFFICER TRAINING

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
<p>NPD will provide officers at least 40 hours to address changes in the law, or issues identified in complaints, or other means. NPD will provide additional training as necessary to address changes in the law, or issues identified through its review of use of force incidents, arrest reports, misconduct complaints, or other means. All training will be consistent with and incorporate current law, professional police standards and best practices. (§§ 9, 14)</p> <p>Note: The timelines for training requirements in other Sections of the Consent Decree (e.g., use of force, bias policing), are located in those Sections of this Chart.</p>					
NPD will review and revise its current General Orders to ensure compliance with the Consent Decree.		NPD	Monitor DOJ	October 1, 2017	June 30, 2018
NPD will ensure that officers have received, read and understand their responsibilities pursuant to the policies or procedures and that the topic is incorporated into the in-service training required. (§ 11)	See “Critical Path” for Tasks Implementation	NPD	Monitor DOJ	Within 60 days after approval of individual policies	Within 60 days after approval of individual policies
NPD will provide drafts of new or revised training plans or training curricula to the Monitor and DOJ for review and approval prior to implementation. (§ 11)		NPD	Monitor DOJ	Within 60 days after approval of individual policies	Within 60 days after approval of individual policies
NPD will compile, and provide Monitor with, all current State and NPD curricula and course materials for new recruits.		NPD	Monitor		March 31, 2018

GENERAL OFFICER TRAINING Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
NPD and Monitor will identify areas where State/NPD curricula differ from the Consent Decree.			NPD Monitor	April 17, 2017	April 24, 2018
NPD will maintain complete and consistent training records for all officers. (§ 12)					
NPD will develop a protocol to gauge retention of training and approve testing mechanisms to ensure compliance with Consent Decree.	See “Critical Path” for Tasks Implementation.	NPD	Monitor DOJ	February 28, 2017	45 days before training is implemented
NPD will implement any necessary updates to its data storage system to retain training records as set forth in the protocol.	The Monitor will assess this requirement during compliance audits.	NPD	Monitor	Ongoing	Ongoing
NPD will provide the necessary data to allow the Monitoring Team to conduct a baseline assessment of NPD’s training records.		NPD	Monitor		March 31, 2018
NPD will establish a central database for training records for all officers and a mechanism for inputting training attendance and assessment data for all courses.		NPD	Monitor		December 31, 2018

XI. CONSENT DECREE IMPLEMENTATION AND ENFORCEMENT

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Interdisciplinary Unit: The City and NPD will form an interdisciplinary unit to facilitate the implementation of the Consent Decree. (¶ 196)					
The City implementation unit will file a status report with the Court, delineating the items set forth in the Consent Decree. (¶ 197)		City NPD	Monitor	September 26, 2016, and every six months thereafter	September 26, 2016, and every six months thereafter
The Monitor will conduct Outcome Assessments according to the requirements of ¶¶ 174-175.					
NPD will provide Monitor with data required by the Consent Decree. (¶ 174-175)		NPD	Monitor		August 31, 2018
Monitor will conduct a baseline assessment of the data detailed in ¶ 174.	The Monitor’s ability to conduct this assessment will depend on NPD providing data to the Monitor. The order in which baseline assessments are conducted is dependent upon availability of data.	Monitor		October 2017	December 31, 2018

CONSENT DECREE IMPLEMENTATION AND ENFORCEMENT Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
<p>The Monitor will conduct compliance reviews or audits as necessary to determine whether the City and NPD have implemented and continue to comply with the requirements of this Consent Decree. (§§ 173-174, 180)</p>					
<p>The Monitor will file with the Court quarterly written, public reports covering the reporting period that include, among other items set forth in § 183, the methodology and specific findings of each audit or review conducted, redacted as necessary for privacy concerns. (§ 183)</p>					
<p>The Monitor will hold open, public community meetings to explain the Monitor’s reports, to inform the public about the implementation process, and to hear community perspectives of police interactions. (§ 186)</p>					
<p>Monitor will develop methodology for three compliance reviews/ baseline assessments.</p> <p>Methodology will include evaluation of preliminary training requirements under Consent Decree, preliminary staffing for OPS, preliminary staffing for community policing, preparation of required training materials for OPS and community policing, and of drafts of policy creation and revisions. Areas to be examined will include: Use of Force; Stops, Searches, and Arrests; Training; Theft Allegations; Supervision; and Accountability. Community Engagement will also be evaluated through the Community Survey.</p>	<p>See “Critical Path” for Tasks Implementation.</p>	<p>Monitor</p>	<p>DOJ City NPD</p>	<p>April 1, 2017 June 15, 2017 September 13, 2017</p>	<p>August 31, 2018</p>
<p>Monitor will conduct three</p>	<p>The Monitor’s ability</p>	<p>Monitor</p>		<p>May 16, 2017</p>	<p>December 31, 2018</p>

CONSENT DECREE IMPLEMENTATION AND ENFORCEMENT Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
compliance reviews/baseline assessments. As it relates to the areas of the Consent Decree, an audit (and report) will be made based upon the data available for collection by a manual or automated process at the time. (¶ 174)	to conduct these reviews and assessments will depend on NPD providing data to the Monitor. The order in which compliance reviews and baseline assessments are conducted is dependent upon availability of data.			August 14, 2017 November 10, 2017	
The Monitor will submit a Monitoring Plan for the third year of monitoring, covering February 17, 2019 through February 17, 2020.					
Monitor will provide a Draft Third-Year Monitoring Plan to the Parties.		Monitor	DOJ City NPD		January 18, 2019
Parties will review and provide comments and feedback on the Draft Third-Year Monitoring Plan.			DOJ City NPD		February 1, 2019
Monitor and Parties will submit the Final Third-Year Monitoring Plan to the Court.		Monitor DOJ City			February 18, 2019
The Monitor will submit draft quarterly reports to the Parties and file final versions with the Court. (¶¶ 183-184)					
Monitor will provide draft Quarterly Report to the Parties for written comment and feedback. (¶ 184)		Monitor	DOJ City NPD		First Reporting Period: January 1-March 31 Second Reporting

CONSENT DECREE IMPLEMENTATION AND ENFORCEMENT Continued

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
					Period: April 1- June 30 Third Reporting Period: July 1- September 30 Fourth Reporting Period: October 1- December 31
Monitor will file the final Quarterly Report with the Court. (¶ 183)		Monitor			Within 45 days of the end of each reporting period.
Monitor will hold quarterly community meetings after issuing each quarterly report.		Monitor		Within 60 days of the filing of the quarterly report.	Within 60 days of the filing of the quarterly report.

XII. MONITOR'S METHOD OF COMMUNICATING WITH THE PUBLIC AND RECEIVING PUBLIC INPUT

Achievement	Methodology Notes	Origination Responsibility	Review Responsibility	First-Year Monitoring Plan Deadline for Achievement	Second-Year Monitoring Plan Deadline for Achievement
Monitor shall set out the method of communicating with the public and receiving public input. (¶ 176)					
On a quarterly basis, the Monitor will hold meetings in an open public forum at locations accessible to members of the community to explain the Monitor's Quarterly Reports inform the public about the Consent Decree implementation process and hear community perspectives regarding their interactions with NPD. (¶ 186)		Monitor		Ongoing	Ongoing
Monitor will regularly update its Monitoring website, and make use of additional social media to communicate with the public.		Monitor		Ongoing	Ongoing
Monitor will maintain Monitor's hotline with prompts in English, Spanish, and Portuguese.		Monitor		Ongoing	Ongoing

Exhibit B

“Critical Path” for Tasks Implementation

The “Critical Path” sets forth the general phases and activities that must be completed for the NPD to achieve full compliance with the Consent Decree for any given subject matter area.

These phases and activities detail the specific steps underlying the “Achievements” set forth in the Second-Year Monitoring Plan. Therefore, the “Critical Path” serves as a guide for understanding the Second-Year Monitoring Plan as well as a checklist for NPD compliance.

Because the policies required under the Consent Decree are in various stages of development, the Critical Path is no longer applicable to the policy development process. Nevertheless, the document remains applicable to the development of training curricula under the Second-Year Monitoring Plan.

Phase 1: Perform a “Current Assessment” of the NPD state of affairs and a “Gap Analysis” on any specific provision of the Consent Decree.

This process will include the following steps:

1. Identify what the Consent Decree specifically requires of the NPD.
2. NPD to conduct an “as is” assessment in collaboration with the Monitor. This analysis will include:
 - a. Review of all existing SOPs, General Orders, administrative codes, policy statements, relevant departmental communications, memoranda, system/solutions/supporting documentation, etc. for all functional areas;
 - b. Review of pre-service and in-service training for each topic area;
 - c. Review of training records for each topic area;
 - d. Interviews of informed sworn and non-sworn personnel in the NPD for operational understanding, identification of gaps, areas requiring clarification, etc.;
 - e. Review of all reports, data collection processes, CompStat or other operational priority areas, and any other pertinent sources for relevance to topic;
 - f. Conduct “ride alongs” if relevant;
 - g. Review past complaints from the public, IA files, newspaper coverage and other media; and,
 - h. Collect community input.
3. Identify approved policies and existing best practices in the topic area. Potential sources include:
 - a. DOJ-approved plans from other police and law enforcement agencies under consent decrees, collaborative reform efforts, and other DOJ sources;
 - b. Academic guidance; and,
 - c. Highly regarded and successfully implemented practices from other agencies.
4. Identify any existing NJ law preemption in the area (e.g., Attorney General guidelines).

5. After factoring in items 1-4, Monitor will develop recommendations to address the results of the Gap Analysis and necessary changes for compliance.

Phase 2: NPD Creates New or Revised SOP

This process will consist of the following steps:

1. The NPD, DOJ, City, and Monitor will have an in-person or telephonic meeting to discuss the policy to be revised, and existing best practices and DOJ-approved policies in the topic area.
2. NPD, after obtaining input from the Monitor, DOJ, and City, will create a first draft of the SOP and vet it internally with the Newark Public Safety Director. NPD will provide draft of revised SOP to Monitor, DOJ, and City for review;
3. Draft is reviewed by Monitor, DOJ, and City of Newark. (City's review will include legal review for consistency with federal/state law) (30 days to review).
4. If needed, the NPD will revise the draft (2 weeks).
5. Draft vetted with community via pre-defined mechanisms (period for community input – notice and comment) (3 weeks).
6. If needed, NPD will revise proposed SOP based upon received comments (1 week).
7. Final draft submitted for approval by DOJ and Monitor; Monitor and DOJ to approve policy (1 week).

Phase 3: Training and Adoption Procedure for SOP

This process will consist of the following steps:

1. Using newly adopted SOP, NPD will identify training approaches and draft training module and materials.
 2. NPD to develop training curriculum and materials (including PowerPoint, speaker notes, scenarios, pre- and post-training assessments etc.).
 3. NPD to provide internally vetted training curriculum and materials to Monitor, DOJ, and City for evaluation.
 4. NPD to “train-the-trainers.” Train-the-trainer sessions will provide instructors with (1) the opportunity to complete the relevant in-service and/or electronic-based training from start to finish, and (2) specific instructional content to guide the trainers in teaching the course.
- NPD to conduct Pilot (“test”) training to be observed by Monitoring Team. Instructional adjustments to be made, if needed.
6. NPD to provide training schedule and train all NPD officers within the timelines established by the Consent Decree.

Phase 4: Monitor's Audit (§180)

This process will consist of the following steps:

1. At least 45 days before initiating any assessment, review, or audit, the Monitor will submit a proposed methodology to the NPD, City and DOJ.
2. Within 30 days of the proposed date of the assessment, review, or audit, the NPD, City and DOJ will submit any comments or concerns regarding the Monitor's proposed methodology to the Monitor.
3. The Monitor will modify the methodology as necessary to address any concerns, or inform the NPD, City and DOJ in writing of the reasons it is not modifying its methodology as proposed.

Exhibit C

Compliance Methodology

This document describes the categories of NPD compliance with the Consent Decree. It is intended for use in the Monitor's Quarterly Reports. Compliance will be assessed according to compliance with annual Monitoring Plans, which will break down into tasks the requirements set forth in the Consent Decree. The compliance categories are as follows: (1) not assessed, (2) initial development, (3) preliminary compliance, (4) administrative compliance, (5) operational compliance, (6) full compliance, and (7) non-compliance. These categories are defined below.

1. Not Assessed

"Not Assessed" means that the Monitor did not assess the Consent Decree provision for an appropriate logistical or substantive reason. The Monitor should explain in the quarterly report why the provision was not assessed. Acceptable reasons include that a requirement was not yet due or that there was an insufficient sample for review.

2. Initial Development

"Initial Development" means that during the auditing period, NPD has taken substantive steps (e.g., retaining a vendor/consultant) toward achieving compliance with a Consent Decree requirement this is not yet scheduled for completion.

Initial Development will only be noted if NPD's efforts are consistent with established timeframes in the Monitoring Plan or Consent Decree. If NPD is expected to have achieved at least Initial Compliance during the auditing period, and has not, the Monitor will note "Non-Compliance."

3. Preliminary Compliance (for SOPs and training only)

"Preliminary Compliance" means that during the auditing period NPD has developed, and the Monitor, DOJ, and City have approved, respective policies/SOPs and related training materials that are consistent with a Consent Decree requirement.

4. 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.

5. 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 Monitor, etc.

6. Full Compliance

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

7. 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 that monitoring period.

Exhibit D

STATUS OF NEW OR REVISED CONSENT DECREE POLICIES (As of May 9, 2018)

Policy	Status	Next Steps
APPROVED POLICIES		
1. Bias-Free Policing	Approved September 19, 2017, and Implemented September 21, 2017	Completed.
2. Stop	Approved March 5, 2018	NPD to incorporate community and CCRB input on policy and submit revised draft to DOJ and Monitor.
3. Search	Approved March 5, 2018	NPD to incorporate community and CCRB input on policy and submit revised draft to DOJ and Monitor.
4. Arrest	Approved March 5, 2018	(1) Policy forum on May 9, 2018 (2) NPD to incorporate community and CCRB input on policy and submit revised draft to DOJ and Monitor.
5. Use of Force	Approved September 29, 2017	NPD to implement the policy upon finalization of (a) Use Of Force Reporting, Investigation and Review and (b) Firearms and Weapons policies.
6. Use of Force Reporting, Investigation and Review	Approved March 16, 2018	(1) Policy forum on date to be determined (2) NPD to incorporate community and CCRB input on policy and submit revised draft to DOJ and Monitor.
7. Firearms and Weapons	Approved March 16, 2018	(1) Policy forum on date to be determined (2) NPD to incorporate community and CCRB input on policy and submit revised draft to DOJ and Monitor.
8. Body-Worn Camera	Approved March 22, 2018	Completed
9. In-Car Camera	Approved March 22, 2018	Completed
NEARLY-APPROVED POLICIES		
10. Internal Affairs - Complaint Intake and Investigation	DOJ-approved the policy.	(1) NPD to submit revised policy to Monitor and NPD (2) Policy forum on date to be determined (3) NPD to incorporate community input on policy and submit revised draft to DOJ and Monitor.
POLICIES STILL BEING DRAFTED BY NPD		
11. Internal Affairs - Discipline	NPD has submitted draft to DOJ and Monitor for review.	(1) DOJ and Monitor to review draft (2) NPD to incorporate CCRB input and submit revised draft to DOJ and Monitor.
12. Property and Evidence Management, Prisoner Property, and Packing and Storage	DOJ-approved policy. NPD submitted draft to Monitor for review	NPD to submit revised draft to DOJ and Monitor
13. Community Engagement	NPD held meetings in each precinct to collect feedback on public safety priorities. Input from these meetings will inform NPD's draft of this policy.	(1) NPD to submit draft policy to DOJ and Monitor (2) DOJ and Monitor to review (3) Community engagement

IN THE UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF NEW JERSEY

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UNITED STATES OF AMERICA,	:	
	:	
Plaintiff,	:	No. 2:16-cv-01731-MCA-MAH
	:	
v.	:	ORDER
	:	
CITY OF NEWARK	:	
	:	
Defendant.	:	
	:	
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THIS MATTER HAVING BEEN OPENED TO THE COURT by the Plaintiff, the United States of America, and Defendants, the City of Newark (“City”) and Newark Department of Public Safety and Newark Police Division (“NPD”), (collectively “the Parties”), and the Independent Monitor (“Monitor”) requesting the adoption of the Second-Year Monitoring Plan (“Plan”); and the Parties having reviewed the Plan; and the Court having fully reviewed the Second-Year Monitoring Plan;

IT IS ON THIS _____ day of May, 2018

ORDERED that immediately upon entry of this Order, the Second-Year Monitoring Plan shall be adopted.

SO ORDERED.

HONORABLE MADELINE C. ARLEO
United States District Court