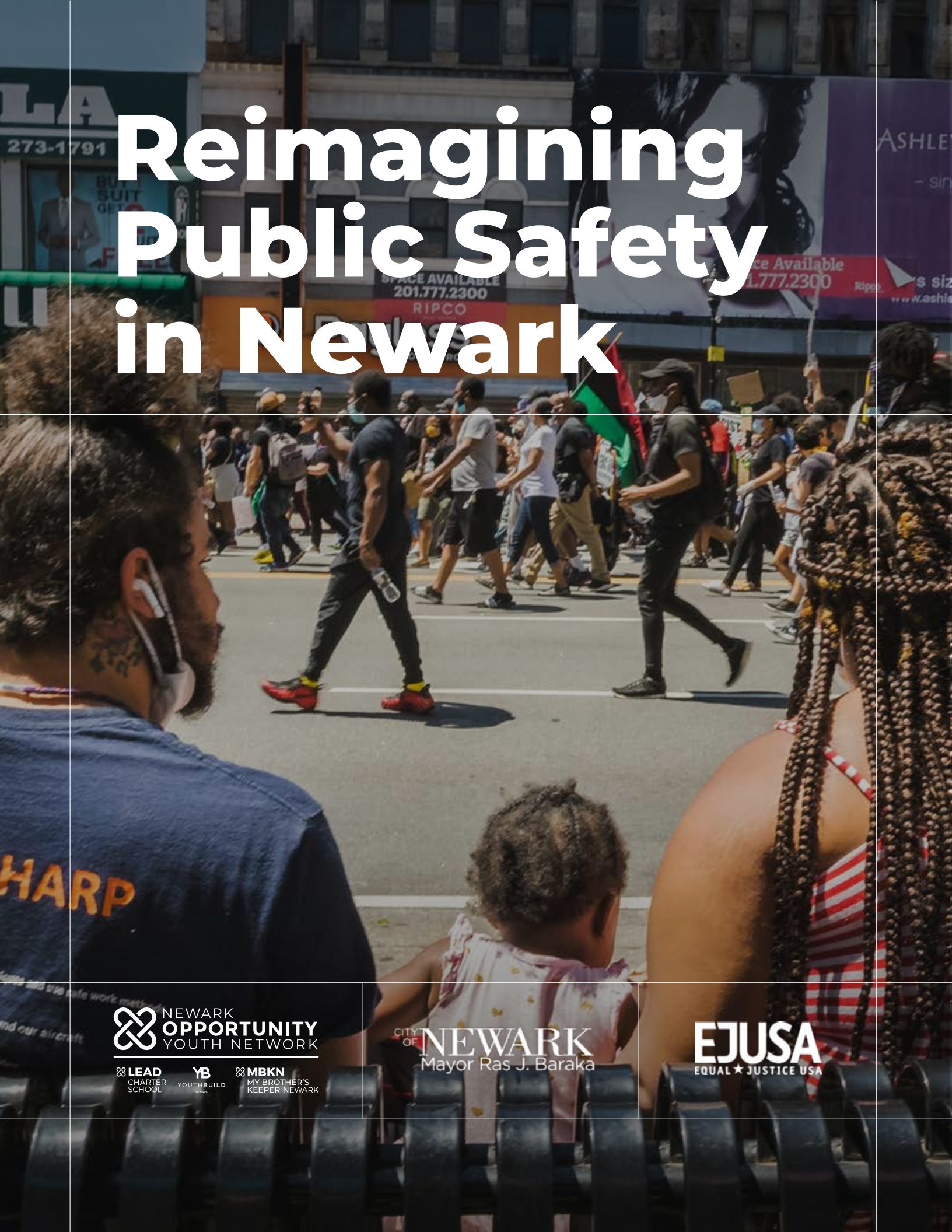


# Reimagining Public Safety in Newark



 NEWARK  
OPPORTUNITY  
YOUTH NETWORK

 LEAD  
CHARTER  
SCHOOL

 YB  
YOUTHBUILD  
NEWARK

 MBKN  
MY BROTHER'S  
KEEPER NEWARK

CITY OF  
**NEWARK**  
Mayor Ras J. Baraka

**EJUSA**  
EQUAL ★ JUSTICE USA



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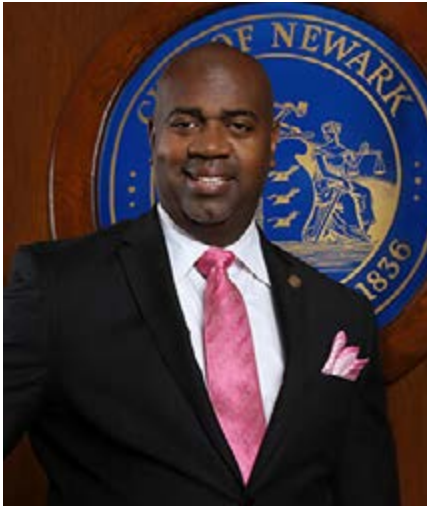
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### Special thanks to:

Antoinette Williams  
Junius Williams  
Linda McDonald Carter  
Richard Cammarieri  
Richard Roper  
Brick City Peace Collective  
NAACP Newark  
Newark Community Street Team  
New Jersey Institute of Social Justice  
Newark Office of Public Safety  
Newark Public Safety Collaborative,  
Rutgers University  
Office of Violence Prevention and  
Trauma Recovery



## Forward from Mayor Ras J. Baraka



Like so many communities across the country that are experiencing the impacts of a global pandemic and a nationwide rise in gun violence during this time, we must work even harder as America's cities have reached a breaking point.

Dear Stakeholders and Partners,

Reimagining public safety has been a top priority of my administration since I took office in 2014. By law enforcement and the community strategically working together, Newark's crime rates are the lowest they have been in decades. Homicides are down 38% from 2013 to 2019, carjacking is down 84%, and the overall crime is the lowest it has been in 50 years. I am proud of the progress we have made, and simultaneously recognize that we have more work to do.

Like so many communities across the country that are experiencing the impacts of a global pandemic and a nationwide rise in gun violence during this time, we must work even harder as America's cities have reached a breaking point. The pandemic forced us all to put immediate and dire protections in place to close the gaps on the historic inequalities that are currently ripping communities apart. Cities need a comprehensive response that creates opportunities for their residents. In Newark, we understand that violence is a public health issue and are working diligently to adopt a public health approach to violence in our community by using a systematic, scientific approach for understanding and preventing violence.

In my first term as Mayor, our City's police department was under a court-ordered consent decree with the Justice Department. This required major reforms for Civil Rights abuses and came directly after the ACLU documented more than 400 cases of misconduct by the department and nearly \$4.8 million in settlements paid out in just a two-year period. With the thoughtful leadership of former Newark Public Safety Director Anthony Ambrose, we began to adopt progressive police reforms on use of force, body worn cameras, and mandated implicit bias training. This continues today under the leadership of our current Director of Public Safety Brian O'Hara.

Our city fully embraces the need, not just for reform, but the need to completely reimagine how we achieve public safety in Newark. We celebrate the hard work and sacrifice of the men and women in blue who serve our city admirably and made significant investments into our police department, which today mirrors the city's diversity and works to protect all residents. We have also put the public back in public safety through a number of initiatives launched by my administration. In Newark, we believe in community policing, and that is the focus of how we are training our officers.

A strategic component of our Newark Forward agenda of making safety in Newark a top priority was the creation of the Office of Violence Prevention and Trauma Recovery in June 2020. The Office of Violence Prevention now

Our goal is that this report serves to chronicle our collective efforts, going back even before the 1967 Newark Rebellion, and shed light on where we are beginning to see signs of hope and transformation as we go into the next leg of this journey.

manages and coordinates all City of Newark anti-violence policy initiatives and programs and is supported by 5 percent, or about \$12 million, of the City's public safety budget. These initiatives led by Director Lakeesha Eure, include the use of data to guide the City's investments in violence prevention strategies, assuring targeted approaches to violence prevention in City government and the community at large. The Office is also establishing a database (registry) of hate groups existing within the United States and add to that list as new groups are identified and makes hate group activity illegal in Newark.

As part of this coordinated strategy, we have brought together many of our long-standing community-based violence prevention advocates, like the Newark Anti-Violence Coalition, Newark Street Academy, the HUBB, under one umbrella to collaborate on bringing down the numbers in high crime spots through a coordinated approach, as a part of the Brick City Peace Collective. This group includes key stakeholders, like the Newark Board of Education; University Hospital, the first in the state to launch a Hospital-based Violence Prevention program where victims of violent crimes brought into the hospital receive intensive case management services to prevent further offenses; and Rutgers Public Safety Collaborative, which provides the group with crime trend analysis for targeted interventions. The Newark Community Street Team, established in 2015, are hiring people directly from our community who know the streets and key players and are using a high-risk interventionist model and mentoring to stave off gang conflict, redirect those members to more positive pursuits, and work side by side with police to de-escalate situations and prevent retaliatory crimes. We have established community engagement initiatives, like the Citizens Public Safety Academy, Cops & Kids, and the Virtual Patrol Program, just to name a few.

This summer, we launched the Office of Violence Prevention and Trauma Recovery Safe Summer Academy. The program's goal is to provide alternate paths for success to at-risk youth and adults exposed to the criminal justice system, with many of them now working year-round. We launched My Brother's Keeper Newark, which is housed at Newark Opportunity Youth Network, to address systemic barriers that lead to the disengagement of young men, connecting them with mentors, educational supports and career pathways that we know are key to any violence prevention strategy. Equal Justice USA is on the ground, working with others to advance our understanding on the impacts of trauma and expand healing-center services like mental health counseling in the city. We have made a number of strides. This report by no means is intended to suggest that we have figured everything out -- our goal is that this report serves to chronicle our collective efforts, going back even before the 1967 Newark Rebellion, and shed light on where we are beginning to see signs of hope and transformation as we go into the next leg of this journey.

Sincerely,



Ras J. Baraka



## Letter from Director Brian A. O'Hara

Department of Public Safety



A relationship built on trust requires us to first be honest of the shortcomings in practices of policing communities of color.

In accepting our Honorable Mayor Ras J. Baraka's nomination to lead Newark's Department of Public Safety I knew we were still deep in our battle with COVID-19 while at the same time responding to community calls to reimagine public safety made evermore relevant by the murder of George Floyd. While COVID-19 was and continues to be a challenge we are all working collectively to overcome, the calls for reimagining policing had been heard for generations in Newark, the Newark PD and municipal partners had already begun to do the work of expanding the public safety ecosystem to include and center community.

I've tapped into my experiences as an officer, sergeant, lieutenant, Captain and most recently Deputy Chief and Commander of the Accountability, Engagement & Oversight Bureau of the Newark Police Division and leading community engagement for the consent decree reforms to inform my steps. In these roles, it was necessary for my colleagues and I to work diligently to build trust with our community, which is foundational to high-quality policing and public safety. I am aware, however, that a relationship built on trust requires us to first be honest of the shortcomings in practices of policing communities of color that have been rife with constant surveillance, unreasonable search & seizure, and continued use of force which were all named in the Department of Justice's Investigation leading to Newark's Consent Decree. We must be honest about the fact that these practices are symptomatic of long-standing injustices in a variety of systems, including public safety systems. In order to reimagine the way these systems look, we must be honest about the contributing factors that led to their creation in the first place.

Our role as a department is to live out our mission of serving the diverse population within our jurisdiction with respect, fairness, and sensitivity. To be committed to the protection of life and property, the prevention of crime, and the safeguarding of constitutional guarantees. Empowered by the community, we are committed to enhancing the quality of life and fostering a sense of security to enable citizens to live, work, be educated, and prosper in the city of Newark. We are called to nurture the public's trust by holding ourselves to the highest standards of performance and integrity.

The continued sustainment of trust requires proactive steps towards repairing the harm that has been done. Our work continues with the implementation of intentional safeguards ensuring that we uphold the civil rights of, and remain accountable to, the residents of our city. These safeguards include, sustained training and application of policies designed to build officer's capacity in de-escalation tactics, continued usage of in-car and body-worn cameras, the augmenting of data collection and analysis resulting in just policing practices,

Our role as a department is to live out our mission of serving the diverse population within our jurisdiction with respect, fairness, and sensitivity.

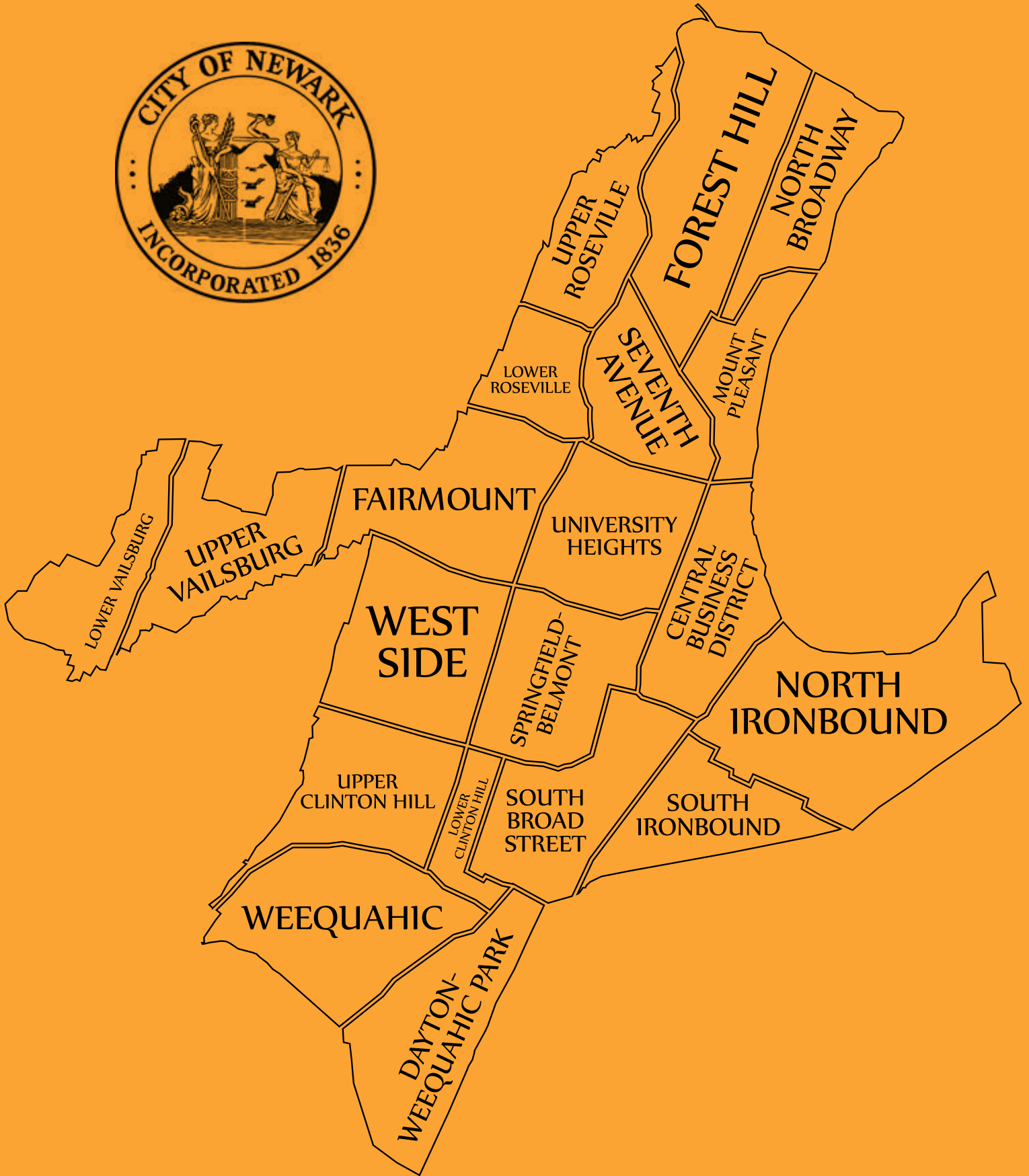
and strong community engagement to reinforce police-community relations. Under the leadership of Mayor Baraka, innovation like the re-appropriating of \$11 million from the city's public safety budget to establish the Office of Violence Prevention & Trauma Recovery has shifted the focus from reactive policing of our residents to proactive public safety for our residents.

On behalf of the men and women of the Newark Police Division, who represent the varied cultures in this city, I pledge that through our effort, we will establish a new standard of excellence in law enforcement and service to our community by continuing to reimagine public safety in Newark.

Sincerely,



Brian A. O'Hara  
Public Safety Director  
Department of Public Safety





## Introduction

by Linda McDonald Carter, Esq.



Understanding why and how Black folks flocked to the city of Newark reframes the city before 1967, and the way policing contributed to the uprising, rebellion, civil disturbance, and unrest of that time.

If the intent of this report is to reimagine public safety, then our story must begin long before the events of July 1967. But in order to understand the systems we're reimagining, we have to examine what contributing factors led to the system in place today. One must understand its true history, looking beyond misleading media accounts and propaganda that are used, purposely or not, to justify an outcome that neglects the people who lived in Newark before, during, and after 1967. Specifically, the Black and Puerto Rican people who resided predominantly in the Old Third Ward - now Central Ward - and where the resulting tragedies and devastation from the events of those 5 days, known as the Newark Rebellion, occurred.

To explain and discuss any systems of public safety in Newark - or any other urban city populated by Black, Brown, or Indigenous people - you must consider the economic system of Chattel Slavery, from which the United States thrived upon economically. The relationship between Chattel Slavery and the origins and evolution of policing in the U.S. cannot be ignored. Slave catchers and patrols, "black codes," the Klu Klux Klan, and lynchings were all at the root of the conditions leading to the Great Migration of the 1900's, during which Black people moved en masse to urban, manufacturing cities around the country in search of a life with dignity and respect (The Condemnation of Blackness: Race, Crime and the Making of Modern Urban America by Professor Khali Gibran Muhammad and Breaking Ranks and How to Fix America's Police by Norm Stamper). This migration of Black people was one of the greatest movements of human beings from one place in a region of land to another in the history of mankind. Understanding why and how Black folks flocked to the



The city was already what others, who had no experience or history of living here, thought they were bringing to us. This community was a thriving ecosystem within itself before and up to July 1967.

city of Newark reframes the city before 1967, and the way policing contributed to the uprising, rebellion, civil disturbance, and unrest of that time.

It is in the spirit of the respect and love I have for the community elders and griots that I contribute to this report on Reimagining Public Safety in Newark. This is an opportunity to dispel the negative characterizations of Black and Puerto Rican people living in Newark's Old Central Ward, to provide younger Newark residents with a positive picture of the community, and to show that, even in poverty, Black folks could live with dignity, value, and trust. Even more so, it is an opportunity to affirm that the city was already what others, who had no experience or history of living here, thought they were bringing to us. This community was a thriving ecosystem within itself before and up to July 1967.

## The Newark I Know

I was about to turn 13 the summer of 1967, and I remember it as a particularly hot and humid one. This was before my community's history became warped and distorted until it no longer resembled the Newark of my memories. These misrepresentations have continued to shape public policy and even permitted some to profit from the resources of the city, while the underrepresented, underserved, and under-resourced communities in it remain negatively impacted. An honest account of the civil disturbances, uprising, and ultimate rebellion in Newark has never been introduced to our children in public schools' curriculum and, coupled with too many of the elders either neglecting to collectively tell the story, leaving to return to the south or Puerto Rico, or finding themselves accepting the narrative presented by those with a contrary agenda, has led to a distorted understanding of the city's history. These misconceptions have continued to influence elected officials and have contributed to the type of policing imposed primarily on Black communities in the United States.



The dedication of the Rev. William P. Hayes Homes, named for a well-known Newark clergyman, took place on June 25, 1954. The complex was built under the direction of the Newark Housing Authority. Courtesy of Newark Public Library

A priority was made to ensure children were taught to participate in the larger community as well.

Before 1967, I lived in E.W. Scudder Homes Public Housing Projects. Scudder, combined with Reverend William P. Hayes Homes, Stella Windsor Wrights, James M. Baxter Terrace, Felix Fuld, and tenements surrounding the public housing projects, held an estimated 20,000 people between them. This public housing community, located in the middle of Newark's Central Ward, was home to working-class factory workers, maids, taxi drivers, beauticians, barbers, laundry workers, laborers, dishwashers and babysitters. To qualify to live in public housing, representatives of the Newark Housing Authority (NHA) engaged in spot checks of potential families to inspect their homes for cleanliness and their parenting skills. One of the conditions for living in any of these complexes was that each family was required to take turns cleaning the hallways on the floor they lived on. At that time, inflation and the cost of living were relatively low, and public housing provided a housing safety net for many. One could even eke out a living fixing things – toasters, bicycles, automobiles, children's toys -- or even by shining white men's shoes at Penn Station. As a result, the concept of homelessness was a foreign one.

In the immediate area surrounding this community were clothing shops, grocery stores, pool halls, candy stores, restaurants, bars, clubs, and even movie theaters, most of which were owned by Black or Jewish individuals. There was even fresh produce available from a market located on Prince Street. In many cases, we were not always welcome in the department stores. One had truly little need to venture to downtown Newark and spend their hard earned dollars outside of the community. Indeed, most folks only went downtown to the Mulberry Street food markets for special occasions - Easter, Thanksgiving, and Christmas.

A priority was made to ensure children were taught to participate in the larger community as well. Sixth grade students served as crossing guards and children frequently visited and used the Hayes Branch Public Library. Home Economics, Wood & Metal Shop class, music, and chorus were included in the school curriculum. The education and skills learned in these classes could be easily parlayed into a career such as being a seamstress, owning a



There was no need for the police in our community. Men proved their manhood through boxing; there were no drugs, guns, or homelessness - societal issues that justified policing in our community.

restaurant, or becoming an automobile mechanic, thereby obtaining good employment after leaving high school while simultaneously serving some of the community needs. Students were also encouraged to open a savings bank account at Howard Savings Bank. Playgrounds were used for play - not parking - and after school, children played kickball, baseball, basketball, hopscotch, tops, and other activities at the school and on school grounds. They could even borrow musical instruments to practice on at home and bring games, baseballs, bats, and kickballs home to play with in the community.

During the summer months, children ran up and down 13 flights of stairs, in and out of their friends' and neighbor's apartments, all day long. After work and dinner, many of the parents would sit outside until late at night, talking to each other and watching the kids play until it was time to go in and prepare for work the following day. On Saturday mornings, Black women cleaned their apartments. The Kirby Vacuum cleaner salesman would know to show up then because these were women who took cleaning very seriously. Many of the men who owned cars would be outside maintaining them in the parking lots located in the back of the buildings. The milkman would leave glass bottles at the front door of apartments and no one would bother it. There were even Black news outlets - the Afro-American and Stuff Magazine to name a few.

There was no need for the police in our community. Men proved their manhood through boxing; there were no drugs, guns, or homelessness - societal issues that justified policing in our community. Any conflict was solved within. Folks relied on their historical cultural skills, talent, and other ways of solving conflict once used to survive and navigate through the Atlantic Slave Trade, Chattel Slavery, Black Codes, Jim Crown, segregation and during the Great Migration.

This was the Newark Central Ward's Black community. A thriving ecosystem within itself.

## The Rebellion

And then on July 12th of 1967, everything erupted. After years of disrespect, dehumanization, frustration, and mistreatment that Black people were experiencing outside of the community, the Newark Rebellion began. I remember seeing police sharpshooters positioned on the roofs of the projects, aiming into our apartment and my mother yelling for us to get down on the floor. I remember hearing the older men in the neighborhood say that the National Guard were told “shoot to kill.” I remember the same army tanks from the news coverage on the Vietnam War surrounding all eight buildings, housing the 5000 residents of Scudder Homes. I remember thinking to myself, “Are we the enemy like the Viet Cong?” I remember my father not being allowed to come home for days after his shift at General Motors because the National Guard would not allow him into the area. I remember hearing that the tanks rolled down what are now routes 78 & 280 before either was built. Most of all, I remember the stores on Springfield Avenue being set ablaze. We knew that it was the landlords or owners of the building who were committing arson to collect the insurance money; nonetheless, to my knowledge, no one has ever looked to engage in any investigation of this situation. We had no idea that we would still be blamed for all of this over 50 years later.

In the aftermath, numerous commissions were convened to examine the root causes of the Newark Rebellion and other similar uprisings across the country. President Lyndon Johnson’s Kerner Commission and former New Jersey Governor Richard Hughes’ Select Commission on Civil Disorder Report for Action both concluded that addressing racial tensions, economic inequality, social disparities, and police brutality were necessary to prevent similar civil disturbances. However, instead of heeding these recommendations, the Johnson Administration ramped up policing under the guise and justification of the ongoing War on Crime. Subsequently, his Republican counterpart President Richard Nixon, continued the escalation under the guise of the War on Drugs. According to Yale Law Professor Elizabeth Hinton’s book, “America on Fire,” in 1964 there was a total of

To reimagine public safety in Newark and throughout the country, we must understand the history of traditional policing, its evolution, and the role it has played in American history.

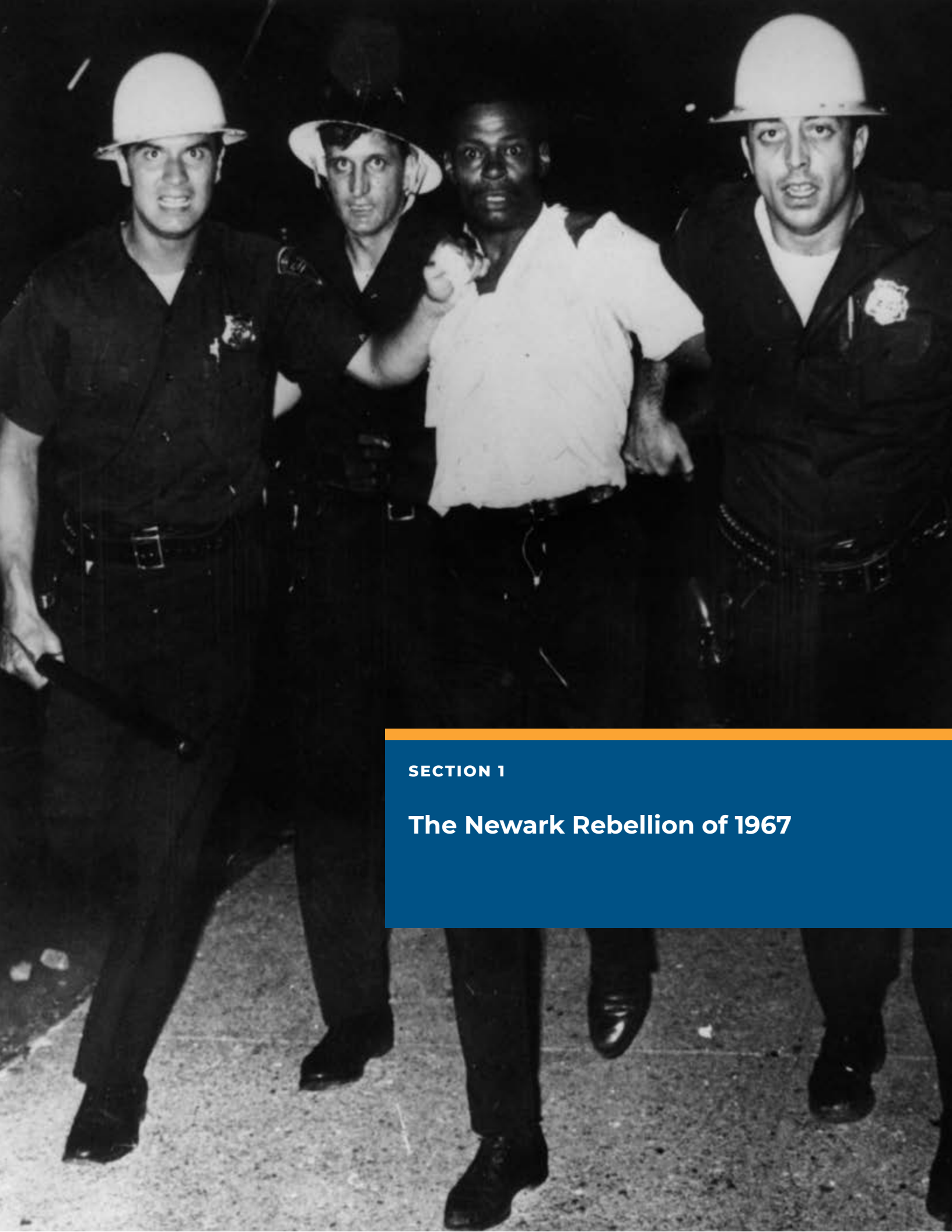
We must have the political, economic, and social will to break the cycle of attacking the symptoms while ignoring the disease so that our resources can be directed toward enhancing the quality of life for all Americans and for the benefit of generations to come.

\$10 million in federal funds provided to local police; by 1970, that number ballooned to over \$300 million and today has reached billions of dollars each year spent on managing the material effects of poverty, inequality, and racial oppression without addressing the source.

To reimagine public safety in Newark and throughout the country, we must understand the history of traditional policing, its evolution, and the role it has played in American history. We must recognize that Black people continue to serve as America's boogeymen used to fuel the militarization of police. We must heed the words spoken by President Dwight Eisenhower in his 1961 Farewell Address, during which he warned us of the rising military-industrial complex and its ever-shifting justification for increased allocations of taxpayer dollars. And we must have the political, economic, and social will to break the cycle of attacking the symptoms while ignoring the disease so that our resources can be directed toward enhancing the quality of life for all Americans and for the benefit of generations to come.

A handwritten signature in cursive script that reads "L. McDonald Carter". The signature is written in dark ink and is positioned above a thin horizontal line.

Linda McDonald Carter, Esq.



**SECTION 1**

**The Newark Rebellion of 1967**

# 11 DIE, 600 HURT IN NEWARK RIOTS; TROOPS USED TO CURB NEGROES; GOVERNOR SEES 'INSURRECTION'



United Press International

**FRISKING LOOTERS:** Policemen and National Guardsmen searching for weapons and stolen merchandise yesterday on Newark's Springfield Avenue

Previous page: 1967: Three policemen taking away a Black civil rights protester during the rebellion in Newark, NJ. (Photo by Evans/Getty Images)



## SECTION 1

# The Newark Rebellion of 1967



CORE official Robert Curvin uses bullhorn to calm a crowd in front of the Fourth Precinct Police station during the Newark Rebellion of 1967. The Newark Rebellion was a major civil disturbance that lasted from July 12 to July 17th, 1967 and at least were partially caused by the beating and arrest of a African American taxi driver. Later, during the incident in front of the police station, residents threw rocks and firebombs.

The recent call for national police reform reflects a rallying cry Newark has known for years. Newark's proud history of activism, from police reform to housing justice to increased economic opportunities, can be traced back to the 1960s when local activists and community members began to demand that Newark be a city where all citizens can live and thrive regardless of their racial identity and economic situation.

The Newark Rebellion of 1967 was motivated by the enduring abuse suffered at the hands of the police for decades. Community-led activism taught people they were entitled to more, and when the system wouldn't bend towards justice, the people took matters into their own hands. This frustration was not unique to Newark residents, but was also felt by communities of color across the country as reflected in similar uprisings in Chicago, Philadelphia, and Cleveland.

Tensions in Newark reached a boiling point on the evening of July 12, 1967, when John Smith, a Black cab driver, was pulled over by two white police officers for alleged tailgating and speeding. The officers proceeded to chase, arrest, and beat Smith, both in the police car and back at the precinct. As officers dragged Smith into the precinct, residents of the Hayes Homes Projects across the street looked on in horror. Soon, news began to spread about Smith's condition, and as the crowd in front of the precinct began to grow, anger rose; not only about this incident of police brutality, but at the routine nature of police brutality that had occurred for decades. This anger, combined with frustration over vast poverty, lack of economic opportunities, a housing and education crisis, and with local politicians who continued to ignore Newark's most disadvantaged residents, created a perfect storm. That night, a homemade fire bomb was thrown at the precinct wall, triggering five nights of protest.





A Black woman peers from beside a gate in the door of a store with a sign in the window reading 'Negro owner,' during the rebellion in Newark, New Jersey, July 1967. (Photo by New York Times Co./Getty Images)

Over the next five nights, protests, picket lines, and flying rocks engulfed the city. The Newark Police Department, New Jersey State Police, and National Guard were all deployed to respond and had quelled most of the rebellion by the end of the week. Even though law enforcement managed to take back control of the city, police reportedly continued to brutalize protestors, indiscriminately firing shots and attacking residents, as well as hurling racial slurs. By the end of the rebellion, 26 people were dead, more than 700 were injured, and the city had amassed \$10 million in damages. These scars were evident throughout the city, but particularly in the Central Ward, with burned buildings and debris dotting the landscape.

While city infrastructure eventually recovered, the aftermath of the rebellion can still be felt today. White residents had begun leaving Newark as early as the 1930s, but those who had yet to leave for suburbs began to flee, taking their tax base with them. Businesses began to close, leaving Newark residents with even fewer opportunities for employment than they had before. Additionally, Newark's reputation became entwined with violence and riots, making it unlikely for new potential residents and businesses to move to the city and revitalize its depleted economy.

## The Culture Shift

Conversely, the political power of Black and Latino residents grew significantly during this time. City and state officials were more inclined to listen to the needs of the residents, wary of another potential rebellion. For example, plans for a proposed medical school that would have displaced thousands of Black and Puerto Rican residents in Newark's Central Ward were greatly altered after community activists, who had been protesting the medical school prior to the rebellion, were able to negotiate with city and state officials. In 1968, the National Black Power Conference was held in Newark and attended by civil rights and Black Power organizations and activists, politicians, and artists from across the nation to discuss possibilities and strategies to fight oppression just shortly after the rebellion ended. Additionally,

the community was actively advocating for social justice reforms, including the creation of a Civilian Complaint Review Board that would independently review complaints made against Newark's police department. Even while the city was hurting and changing, Newark's residents continued to organize around a vision that the city's law enforcement and political officials must be held accountable and responsible for their actions.



Mayor Kenneth Gibson,  
Newark's first Black mayor

The election of Newark's first Black mayor, Kenneth Gibson, in 1970 is largely attributed to the increased Black political activism and participation in the wake of the rebellion. In 1968, under the leadership of Junius Williams and the Newark Area Planning Association (NAPA), members of the Newark community known as the "negotiating team" secured the historic Medical School Agreements, which would govern the conditions upon which the New Jersey College of Medicine and Dentistry operated. These agreements reduced the size of the school from 150 acres to 66 acres, brought hundreds of union construction jobs to Black and Puerto Rican men, provided 60 acres of vacant land to nonprofit community developers and ensured an improved hospital and health care delivery for the residents of Newark. This coalition was the vanguard for the movement to elect Ken Gibson as the first Black mayor of Newark, and was soon followed by other community organizations. Among these was Amiri Baraka's Black political power organization, the Committee for Unified Newark (CFUN), which organized tirelessly for Gibson's election, confident that it was time Newark head in a new direction of its politics that was more responsive to the demands of its communities of color. Gibson's successful mayoral campaign was facilitated by the emergence of an ethnic coalition that, in 1969, resulted in Newark's Black and Puerto Rican communities coming together to convene the Black and Puerto Rican Convention. That convening was held to select the community's choices for mayor and city council. Tired of having a city government that did not reflect Newark's racial and ethnic demographic, the city's Black community, in cooperation with the Puerto Rican community, mobilized to transform local government. The result was the election of a Black mayor, multiple Black city council members, and the appointment of a majority of people of color to the Newark School Board (Morel, 2017). Gibson's election garnered a historical turnout of over 70% of eligible

voters, an indication of how much the electorate wanted to see change in the makeup of the city government (Sullivan, 1970).

Gibson's election had major significance in Newark's history. Among the changes he ushered in was integrating the Newark police force which, prior to his election, had been 90% white (Williams, 2017). "While Gibson was reelected four times and served 16 years in office, his record with respect to public safety came at a pivotal moment in Newark's history. Gibson's appointment of Hubert Williams as Police Director in 1974 resulted in attention finally being given to addressing corruption in the Department, reducing use of force, and embracing community policing. Indeed, tension between the Department and Newark residents lessened, but remained an issue. Newark's crime rate, however, did not subside and arrest rates remained high (Holmes and Roper, "A Mayor for All the People: Kenneth Gibson's Newark" pp. 274-5). Many community-based organizations, including the United Community Corporation (UCC), Congress of Racial Equality (CORE), Student Nonviolent Coordinating Committee (SNCC), and the Newark Area Planning Association (NAPA), remained highly critical of the police department and its treatment of Black and brown residents.

Among the changes he [Gibson] ushered in was integrating the Newark police force which, prior to his election, had been 90% white.

Prior to Gibson's election, community activism had become more intense in a variety of areas, including in the fight for fair and equal education advocated for community-control of schools. The Organization of Negro Educators (ONE) sought to empower parents to actively participate in school issues and also advocated for the hiring of Black teachers and administrators in Newark schools. In 1967, Amina Baraka, the wife of Amiri Baraka, founded the Afrikan Free School (AFS) which educated students based on a traditional curriculum but with a mix of African culture to empower Black students in the classroom (Community Control of Schools in Newark). Multiple community-based organizations were established to advocate for issues that continued to negatively impact Newark's marginalized residents, including the Tri-City Peoples Corporation originally formed in 1966 as a neighborhood-based direct service program focused on strengthening and lending support to needy families, as well as New Community Corporation (NCC), which was founded in 1968 to develop safe and acceptable affordable housing in Newark's Central Ward and actively recruit feedback from

Many community-based organizations that were created throughout the 1960s and 1970s continue to operate today, a testament to the lasting legacy of activism that boomed in response to the 1967 rebellion.

Newark residents in the process. The Ironbound Community Corporation (ICC) was founded in 1969 and established a community child care program in its first year and later opened its own independent high school that continued to focus on community care and involvement. Newark's Puerto Rican community likewise took action against the social and economic inequality by its residents. In 1969, the Newark Chapter of Young Lords created a free breakfast program for children in Newark's North Ward, which was home to a majority of the city's Puerto Rican residents (Puerto Rican Political Movements). This initiative led to the establishment of La Casa de Don Pedro, a Puerto Rican community development corporation that still serves people of color throughout the city today. ASPIRA, another community-based organization formed in 1969, was created by parents and community members to support the educational journeys and workforce development of Latino youth. Many community-based organizations that were created throughout the 1960s and 1970s continue to operate today, a testament to the lasting legacy of activism that boomed in response to the 1967 rebellion.

### A Persistent Struggle

Subsequent mayors worked hard to change the narrative surrounding Newark and endeavored to revitalize its economic potential, all in pursuit of improving the city, bringing increased access to more and better jobs, education, and housing opportunities. Sharpe James, Newark's second Black mayor elected in 1986, encouraged the construction and revamping of affordable housing and persuaded businesses to establish in Newark (Sharpe James Biography). He led many campaigns to revitalize the city's economy and nightlife, and strongly advocated for the construction of the New Jersey Performing Arts Center (NJPAC), which was completed in 1997. Similarly, Cory Booker, elected mayor of Newark in 2006, focused heavily on development, getting major corporations to relocate to Newark, supporting the development of the new Prudential headquarters on Broad Street, and also working to increase affordable housing units and reducing the crime rate (Rosenberg, 2016).



A Black man gestures with his thumb down to an armed National Guardsman, during a protest in the Newark rebellion, Newark, New Jersey, July 14, 1967. (Photo by Neal Boenzi/New York Times Co./Getty Images)

The Newark Anti-Violence Coalition was created to inform citizens and politicians of the harmful effects of violence and to hold both groups accountable for creating initiatives and actions that address the crisis in the city.

In the midst of evolving economic development initiatives and the efforts of these mayors to diversify the police force, community tensions with police continued to simmer as there had been minimal effort taken to reform the Newark Police Department (NPD). After all, an increase in diversity in the police force was not the sole answer to addressing the culture of violence, intimidation, and unchecked power that the NPD had. These issues all came to head when, in the aftermath of widespread officer layoffs due to budget constraints in 2010, Newark experienced a significant rise in crime despite lower rates early on in Booker's administration (Ariosto, 2012). In September of that year, the American Civil Liberties Union - New Jersey (ACLU-NJ) filed a petition with the United States Department of Justice documenting 407 allegations of misconduct by the Newark Police Department over the prior two years, including instances of excessive force, sexual misconduct, false arrests, and planting of evidence (Jacobs, 2010). The petition, which requested federal intervention to reform Newark's police department, confirmed that the abusive relationship between Newark police and city residents, abuse that inspired the rebellion decades ago, still carried on.

In response to this sustained misconduct by the NPD and the alarming spike in crime, community activism accelerated once again. The Newark Communities for Accountable Policing (N-CAP), a movement composed of various Newark-based social justice organizations, was established. N-CAP advocated on behalf of Newark residents regarding issues of policing and maintained a strong presence that sought to hold the police department and policymakers accountable for reforms, to conduct investigations, and to discipline bad behavior within the department. The Newark Anti-Violence Coalition was created to inform citizens and politicians of the harmful effects of violence and to hold both groups accountable for creating initiatives and actions that address the crisis in the city. Much like activism in the 1960s, the Newark organizations and movements created in response to police violence in the recent past are making their voices heard today. Moreover, the implications of the ACLU's action reached far beyond 2010, stretching into the administration of Mayor Ras J. Baraka, who was elected in 2014 and immediately took on the task of reforming the NPD.

In 2015, amidst the early stages of his work within the Consent Decree, Mayor Baraka also established Newark's first Civilian Complaint Review Board, an act that activists had fought for since the 1960s.

The initiative was broadly supported by the community and made real what had for so long seemed impossible: policing reimagined in Newark.

## Activism Meets Governance

Mayor Baraka chose to move quickly to address the issues of police brutality suffered by Newark residents. Three weeks after taking office, he received a report from the U.S. Department of Justice (DOJ), prompted by the ACLU's petition, which covered a three-year investigation and detailed a history of abuse and misconduct in the Newark Police Department (Shearn, 2020). The petition detailed more than 400 cases of misconduct by NPD officers and over \$4 million in settlements paid out from 2008 to 2010 (Ross, 2019). The DOJ report that followed documented patterns of unconstitutional practices by the NPD including:

- Conducting stops and arrests with insufficient cause for such stops
- Disproportionate stops and arrests of Newark's Black residents
- Retaliation when individuals questioned police practices
- Repeated excessive use of force
- Theft of individual property by NPD officers

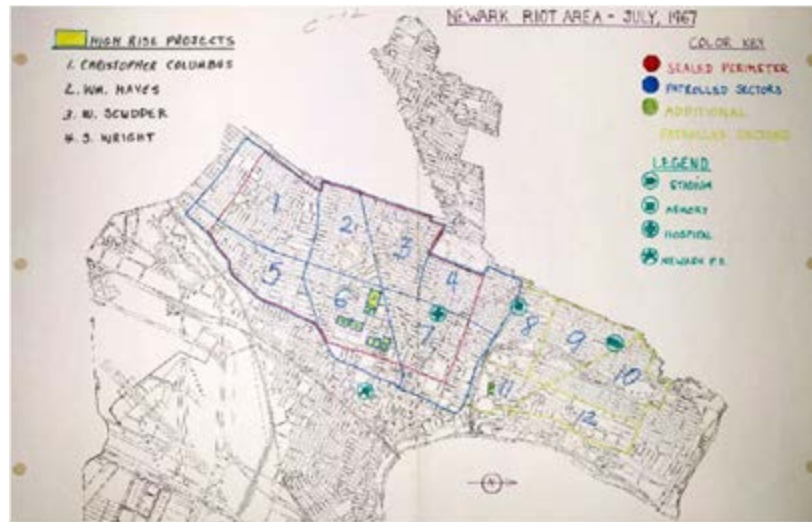
In the report, the DOJ found that the NPD had committed significant civil rights violations and engaged in discrimination against Newark's Black and brown residents. The revelations in this report were jarring, though not surprising, to many in the Newark community, including the mayor who grew up in Newark and had experienced police brutality firsthand (Shearn, 2020). Seizing the opportunity that federal intervention afforded to pursue serious police reform, Mayor Baraka entered into a Consent Decree with the DOJ that legally bound Newark to a list of reforms that the police department was obliged to adopt.

In 2015, amidst the early stages of his work within the Consent Decree, Mayor Baraka also established Newark's first Civilian Complaint Review Board, an act that activists had fought for since the 1960s. CORE had heavily championed the issue, and it was even included in the official platform of the Black and Puerto Rican Convention. The board would be comprised of 11 civilian members who would provide additional oversight of the NPD and an opportunity for citizens to bring their

complaints to the board for investigation initially, rather than to the police department (Ivers, 2015). The initiative was broadly supported by the community and made real what had for so long seemed impossible: policing reimaged in Newark.




Top: Guards looking for sniper in Newark July 14 1967; Left: March for a Police Review Board 1965  
All images courtesy of Rise Up Newark ([riseupnewark.com](http://riseupnewark.com))



Top: 1967 revolution; Left: Earl Harris inspecting Damage to his store; Right: State Police Map of Newark Rebellion Area July 1967  
 All images courtesy of Rise Up Newark ([riseupnewark.com](http://riseupnewark.com))





**As the city was hurting and changing, Newark's residents continued to organize around a vision that the city's law enforcement and political officials must be held accountable and responsible for their actions.**



**SECTION 2**

**From Policing to Public Safety**




## SECTION 2

# From Policing to Public Safety

The Consent Decree was the manifestation of a deep need to reimagine public safety, but it also amplified a variety of other pressing needs in the community. Due to the financial crisis of 2008, many city governments - including Newark - were facing budget gaps. In November 2010, 167 Newark officers - or 13 percent of the department - were laid off, the largest department layoff in 32 years (Star-Ledger Staff, 2010). In the years following the layoffs, Newark experienced a significant rise in overall crimes, particularly in violent crimes and property crimes (Wallace, 2021). The loss of officers meant there were fewer resources for preventative crime strategies and the remaining officers were stretched thin. This turnaround was particularly jarring since crime was steadily decreasing in the years leading up to city budget cuts (Ariosto, 2012).

A 2013 study conducted by the Center for Court Innovation and the Center for Collaborative Change found that 25 percent of respondents viewed their relationship with police as negative, with Black respondents the least likely to characterize their relationships as positive.

In addition to rising crime rates, community relations with Newark police officers reached a low point in the early 2010s. A 2013 study conducted by the Center for Court Innovation and the Center for Collaborative Change found that 25 percent of respondents viewed their relationship with police as negative, with Black respondents the least likely to characterize their relationships as positive (Hahn, 2014, p. 10). Additionally, only 25.5 percent agreed that the police would treat everyone fairly, and 25.7 percent reported unfair treatment by the police in the last year (Hahn, 2014, p. 11). The report also noted that Black respondents were more likely to report being treated unfairly by police in the past year (Hahn, 2014, p. 13). While painfully familiar to Newark residents for years, the discriminatory practice highlighted in this survey began to receive attention from major news sources. New Yorker staff writer Jelani Cobb reported that, during a ride-along with two Newark gang unit detectives in 2015, “stop and frisk” didn’t fully describe the invasive and questionable



The success and effectiveness of a Consent Decree is largely predicated on how much a city's government embraces the challenge.

lengths the police went to when interacting with civilians and residents (Cobb, 2016). Concerning practices such as these were well-documented in the 2014 DOJ report and served to set the stage for the coming Consent Decree.

### **Background on Consent Decrees**

While Newark's Consent Decree has been historically high-profile, similar legal agreements in other cities have predated it. A Consent Decree is an agreement between two or more parties where one party is contractually bound to changing its conduct. In Newark's Consent Decree, the federal Justice Department was appointed to monitor and oversee the police department's compliance on addressing police misconduct. These standards were established between President Clinton's Justice Department and the Pittsburgh Police Department in 1997. In the wave of calls across the country to curb police violence and implement effective police reform, President Obama's administration embraced Consent Decrees and handed down 14 over the course of his presidency, including in New Orleans, LA, Ferguson, MO, and Cleveland, OH. While Consent Decrees have varying degrees of success, largely depending on the city and its implementation, research has found that decrees overseen by federal monitors reduce the number of deaths caused by police officers. Another study conducted in 2017 found that civil rights lawsuits dropped by 23-36 percent in 23 departments under decrees (Millhiser, 2020).

The success and effectiveness of a Consent Decree is largely predicated on how much a city's government embraces the challenge. For example, New Orleans had a history of rampant department corruption, discriminatory policing of Black residents, and extreme excessive use of force without accountability. There was significant work conducted by the city to address the department's practices of "violence, incompetence, and racism," its years of fruitless reformation within the department, and a long history of deep corruption dating back to the 1990s. (Millhiser, 2020). The 2012 New Orleans Consent Decree required a host of reforms to be implemented, including the reduction of use of force,

Newark's Consent Decree was officially adopted in May of 2016, providing a contractual agreement between Newark and the U.S. Department of Justice to implement specific reforms to the Newark Police Department throughout the subsequent five years.

mandatory officer participation in Stop, Search, and Arrest training, and the requirement of more detailed reporting. According to the city, the decree's success is borne out in the data. Police shootings declined from 20 in 2012 to four in 2018; the majority of officers have received the required training; and use of force incidents dropped from 14 in 2013 to just one in 2018. Likewise, community members reported a dramatic increase in "pleasant and courteous" interactions with police by 2019 (Millhiser, 2020). The department plans to be in full compliance with the decree by the end of 2021, demonstrating a significant shift from a police department that was once known for its rampant misconduct.


Change has also been happening slowly but surely in Cleveland where a Consent Decree was implemented in 2015 due to significant misconduct, including excessive force and biased policing. As of 2020, most of the mandated reforms have been approved at the department and a 2019 report cited decreased use of force incidents (Harris, 2020). Even with a long list of reforms still to pursue, Cleveland is another example of a city that has leveraged federal intervention toward meaningful reform. Consent Decrees in cities across the country have held many departments accountable for pursuing transformative reforms they lacked the guidance to address.

## Newark's Consent Decree

Newark's Consent Decree was officially adopted in May of 2016, providing a contractual agreement between Newark and the U.S. Department of Justice to implement specific reforms to the Newark Police Department throughout the subsequent five years. By entering into the agreement, the City of Newark accepted oversight by federal monitors who hold the NPD accountable for implementing the reforms outlined in the decree. If the NPD failed to make the required changes, they would be subject to consequences from a federal court. A number of reforms were outlined in the decree, including the installation of in-car and body-worn cameras, change of policies on use of force and search and seizure, increased officer training, more stringent use of force data collection, and the implementation of bias-free policing policies (Hopkins, 2016). Udi Ofer, executive director



Courtesy of Newark City Hall:  
Newark officers meet with local residents




The decree also requires the monitor to conduct surveys every year with the Newark community to gauge their experiences with the NPD and their perceptions of safety in the city, ensuring that community voices remain an integral contributor to the reforms that Newark pursues.

of the American Civil Liberties Union - New Jersey (ACLU-NJ) credited the Consent Decree as being a “crucial next step toward building a police force that upholds civil rights and is accountable to the people of Newark” (ACLU.org, 2016).

While the Consent Decree was a major step forward in reforming the practices and policies of Newark’s entire police department, it was not unanimously welcomed with open arms. Critics questioned the federal government’s right to intervene in city matters, perceiving the action as overreach. Additionally, Consent Decrees are unfunded mandates and are often accompanied by hefty price tags for which a city- and its taxpayers - are responsible. Newark agreed to pay up to \$7.4 million in expenses for the Consent Decree, but it’s possible that final costs will far exceed the estimated expenses, given the number of reforms required (Panico, 2019). However, city officials, including Mayor Baraka, former Newark Public Safety Director Ambrose, and current Newark Public Safety Director O’Hara all embraced the Consent Decree as an opportunity to reimagine public safety.

Former State Attorney General Peter Harvey was chosen to serve as the court-appointed monitor to oversee implementation while an Independent Monitoring Team, consisting of community advocates and attorneys, was created to help supervise the city’s progress. Those local advocacy organizations that serve on the Independent Monitoring Team, such as the New Jersey Institute of Social Justice, have played a critical role in implementing the Consent Decree. Additionally, local organizations, such as N-CAP, worked to synthesize and distribute information about the Consent Decree in order to promote community engagement with the process. The decree also requires the monitor to conduct surveys every year with the Newark community to gauge their experiences with the NPD and their perceptions of safety in the city, ensuring that community voices remain an integral contributor to the reforms that Newark pursues.

As Newark began implementation, challenges plagued a police department suddenly forced to adapt. The challenge of an understaffed department, decades of manual record-keeping, lack of financial resources for policy writers and training professionals, and a short runway for a host of



nuanced reforms made it difficult for Newark to be fully in compliance with the Consent Decree's timeline (Hill, 2019; Hill; 2018). Despite these hurdles, Newark has made progress with several noteworthy reforms, including new policies regarding bias-free policing and use of force. By 2017, officers were required to report the “unholstering, exhibiting or pointing of a firearm in the presence of the public,” as well as report all incidents where force was used or witnessed in order for a supervisor to review (Hill, 2017). Accountability became paramount, not only between the community and officers, but also between officers themselves. Evidence of this shift was soon seen in data reported by the city: in 2010, 88 excessive force complaints were filed against NPD officers, while in 2019, only 16 complaints were filed. Around the same time, according to the federal monitor's community survey, residents reported feeling safer, and more police stops were seen as legitimate and justifiable (Rivas, 2019). Little by little, the effects of the decree began to take hold - and Newark began to demonstrate what was possible.

Even still, the city continues to make strides. Audits, the process where the Independent Monitor conducts assessments to ensure the NPD is actually implementing and complying with new reforms, are currently underway. While it is important that the new reforms are created, a policy is only as valuable as its implementation. The auditing process helps to tell an additional story about what is happening behind the scenes and to reveal if processes and policies, the things that civilians do not have regular or easy access to, are actually meeting the goals of the Consent Decree.

Community voices are also a substantial marker of the progress that is being made in the NPD. Considering it was the culmination of personal stories and experiences that led the road to the Consent Decree, community surveys ensure those voices are heard. The third community survey took place between 2019-2020 and showed signs of improvement in the Newark community's perceptions of the NPD. For instance, there have been improvements in community relations, with the Newark community showing more trust in the NPD and feeling more engaged by them at community events, as well as an increased willingness of individuals to file complaints. Conversely, there are still areas of concern, such as increased resident dissatisfaction with the outcome

1. Conducted using statistical sampling techniques that produce a scientifically selected random sample of residents to report their perceptions of NPD

2. Conducted in-person without statistical sampling methods to capture the experiences and perceptions of residents who may not have participated in the phone survey

of their complaints and an increase in concern that excessive force will be used against civilians. Many of the trends in the responses are marked by racial disparities, evidence that there is still room to address the experiences that Black and Latino residents are having in Newark.

### Community Probability Survey<sup>1</sup> (Telephone Survey)

Conducted by Independent Monitor

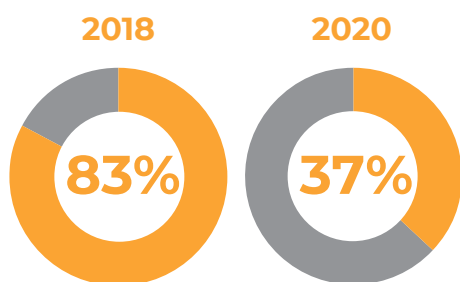
In 2020, 37% of respondents answered they have never had a positive experience with the NPD, as compared to 2018 when 83% of respondents said they never had a positive experience.

Black and Latino respondents were more likely to have never had a positive experience as compared to white respondents.

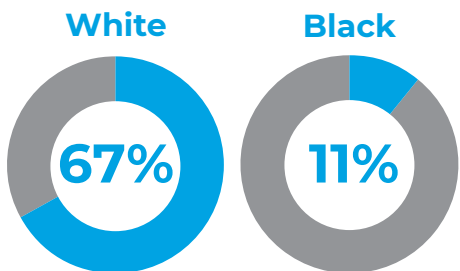
The survey revealed a 9-point decrease among those who filed a formal complaint with NPD and felt “somewhat satisfied” with the result and an 8-point increase in those who filed a formal complaint but were “not satisfied at all” with the result.

67% of white respondents were “very satisfied” with how their complaint was handled while only 11% of Black respondents reported feeling “very satisfied.”

There was a 13-point decrease in the number of respondents who did not file because “they did not think it would make a difference,” showing that residents are more willing to file complaints.



% of respondents who have “never had a positive experience with the NPD”



% of respondents who were “very satisfied” with how their complaint was handled

↓ 9% decrease among those who filed a formal complaint with NPD and felt “somewhat satisfied” with the result

↑ 8% increase in those who filed a formal complaint but were “not satisfied at all” with the result

↓ 13% decrease in the number of respondents who did not file because “they did not think it would make a difference”

### Community Non-Probability Survey<sup>2</sup> (Street Survey)

When asked to rate the job the NPD is doing serving their neighborhood, 28% rated “good” and 34% rated “fair” in 2019, as compared to 2018 where 22% rated “good” and 31% rated “fair.”

15% of respondents reported having no trust at all in NPD officers in 2019, as compared to 32% in 2018.



## Policies adopted under the Consent Decree

- Sep 2017 **Bias Free Policing Policy**
- June 2018 **Body Worn Camera Policy**  
**In-Car Camera Policy**
- Nov 2018 **Use of Force Policy**  
**Use of Force Reporting, Investigation and Review Policy**  
**Firearms and Other Weapons Policy**
- Dec 2018 **Arrest Policy**  
**Search Policy**  
**Stop Policy**
- April 2019 **L.G.B.T.Q. Community & Police Interactions Policy**  
**Property & Evidence Division**  
**Community Policing Policy**  
**Property & Evidence Management**
- June 2019 **First Amendment Right to Observe, Object to, and Record Police Activity Policy**
- Aug 2019 **Complaint Intake and Investigation Process Policy**
- Sep 2019 **Disciplinary Process and Matrix Policy**

In 2019, only 44% of respondents knew how to file a complaint, as compared to 62% in 2018. There was also a decrease in confidence that the NPD would investigate those complaints seriously.

Since 2016, the Baraka administration and the Newark Police Department have collaborated to create and implement policies in line with the Consent Decree, as well as additional initiatives created by the City to further the goals of public safety and community-police relationships. Even with more work to be done, progress has been made. Some key reforms include:

**Police demographics:** To ensure the Newark Police Department more accurately resembles the community it serves, African-Americans and Latinos now make up 75 percent of the Department and women represent 20 percent of sworn officers. This has been a swift and deliberate change, and recruitment is done with an emphasis on Newark residents.

**Self-activating body-worn cameras and dashboard cameras:** Every Newark police officer on patrol is equipped with these cameras and every use of force incident or arrest is reviewed by some combination of supervisors, internal affairs and the Newark Police Consent Decree team. Equipping each member of Newark Police Division—from the Chief of Police down to the most recently hired officer—with a body worn camera is another positive step toward violence reduction. In fact, Newark created a new unit that reviews every use of force incident. A notable result of the body-worn camera use is that not a single shot was fired by a Newark Police Officer in year 2020. In addition, in the four years prior to the Baraka administration, the City paid out \$1.5 million in police misconduct settlements. Since 2014, the six years the Mayor has been in office, the city has paid out only \$51,000.

All Newark officers have completed training in de-escalation, bias perception, and proper 'search, seizure and arrest' procedures: Under the Consent Decree, the NPD has thus far created 16 new policies, including protocols for use of force and use of force reporting, searches, arrests, police camera use, weapons use and First Amendment rights of people witnessing police actions.

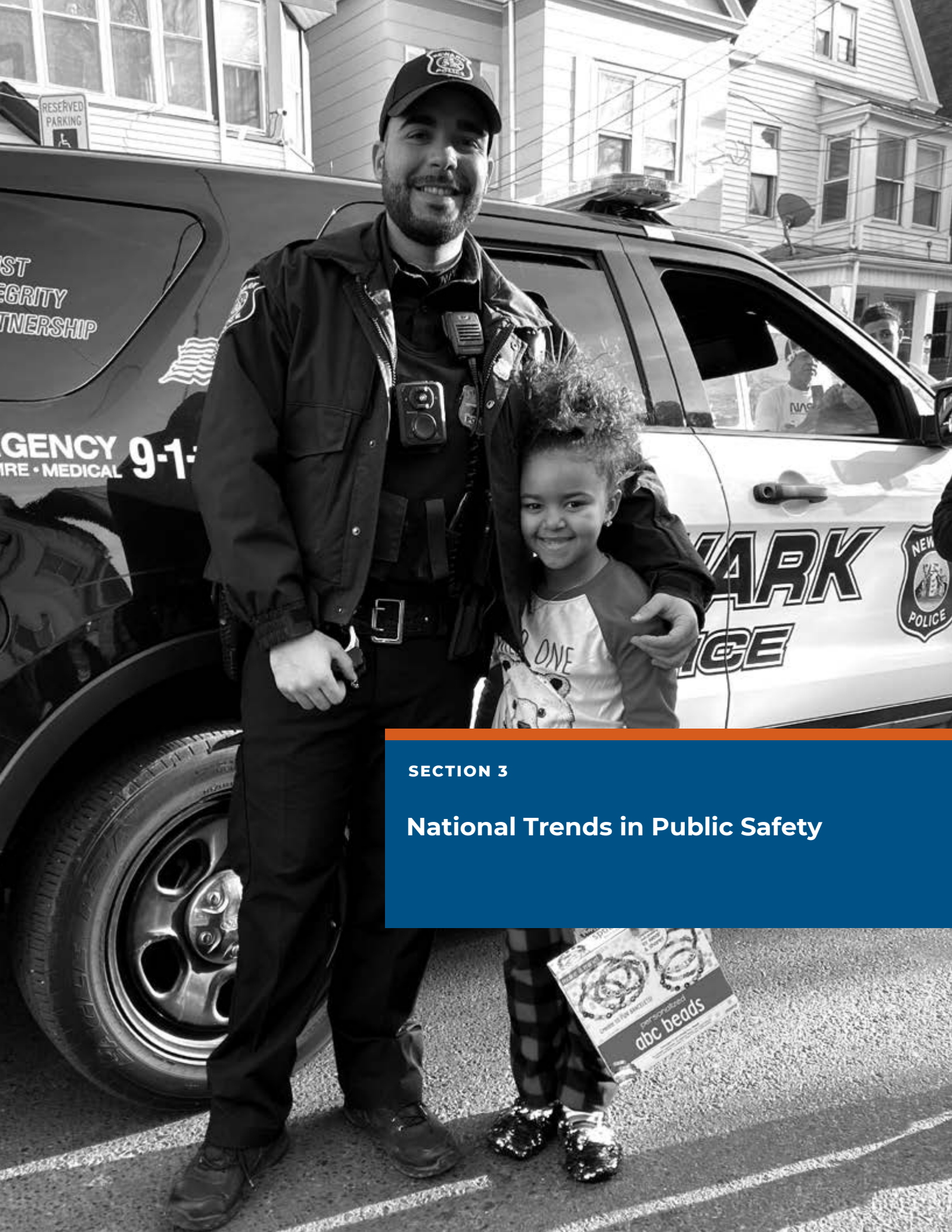


Courtesy of Newark City Hall:  
Newark officers meet with local  
residents

**Community engagement:** Each precinct has two dedicated community service officers and their engagement is logged quarterly. The latest pre-pandemic quarterly reports show more than 6,000 community contacts, including organized meetings and neighborhood walks, youth events and outreach, business checks and face-to-face citizen contacts. The NPD also hosts a Citizen Clergy Academy to engage Newark's faith leaders and invite them to better understand police work.

**Civilian Complaint Review Board:** In 2016, the Newark Municipal Council authorized the establishment of the Civilian Complaint Review Board (CCRB) that would conduct its own investigations into civilian complaints of police misconduct, as well as review the NPD Internal Affairs investigations into misconduct. Additionally, the board would make discipline recommendations to Newark's Public Safety Director. However, that same year, the Fraternal Order of Police, Newark Lodge No. 12 filed a suit against the CCRB's subpoena power and its ability to conduct concurrent investigations alongside the department's internal affairs office. The State Supreme Court ruled in the union's favor in 2020 and concluded that state legislative action must be taken to allow the CCRB such investigative powers. As of 2021, legislation was introduced at the state level to address the issue, and mayors, communities, and advocates across the state are continuing the fight to make this happen.

**LGBTQ Policy:** In 2019, the Newark Police Department adopted its first LGBTQ+ policy that established policies and procedures for interactions with members of the LGBTQ+ community in efforts to ensure that those NPD interactions are free of bias and discrimination. The policy was developed with collaboration between LGBTQ+ community members and law enforcement, with Equal Justice USA facilitating conversations to guide the creation of the policy. The policy was amended in 2020 in response to the mishandling of the death of a Black transgender woman named Ashley Moore. This new amendment will require Newark police to call LGBTQ+ organizations and advocates for assistance when they can't identify next of kin. Additionally, the city established a hotline to connect LGBTQ+ residents to social services after calling the police.



### SECTION 3

## National Trends in Public Safety



## SECTION 3

# National Trends in Public Safety

These researchers also identified police shootings as a public health crisis, with Black and Indigenous people three times more likely to be involved in a shooting than white victims.

Accompanying the progress in policy reform has been a distinct shift in the dialogue around public safety within the Newark Police Department, the broader city, and the nation at large. This shift has flowed from the realization that, historically, traditional policing methods have not always been helpful to the public, particularly communities of color. A 2020 report analyzing more than 4,000 fatal police shootings between 2015-2020 found that, despite recent reforms like the implementation of body cameras in many cities, “violent encounters with police continue to represent significant causes of injury and death in the United States, particularly for Black, Indigenous, and People of Color (BIPOC)” (Penn Medicine, 2020). These researchers also identified police shootings as a public health crisis, with Black and Indigenous people three times more likely to be involved in a shooting than white victims. Likewise, data shows that American police officers kill civilians at rates far higher than police in other comparable countries (Eng and Wenig, 2020). Added to the fact that the United States is the world’s leader in incarceration, with a 500% increase in our prison population over the last 40 years, it becomes clear that our traditional approach is not particularly effective at achieving public safety (The Sentencing Project).

To that end, reimagining public safety works towards the goal of reducing crime and improving experiences of safety, while also working to overcome the racial discrimination and bias that is embedded in criminal justice proceedings in the United States. It also includes more consistently heeding the voices of community members who often have valuable feedback and ideas on how to improve public safety. “Reimagining Public Safety,” a report issued by Cities United, urges cities to think creatively by identifying community-involved solutions and strategies that can interrupt the cycle

of violence, dismantle systems of inequity, and invest in infrastructure.

The National League of Cities (NLC) reports that, even prior to the events of 2020, when there was a renewed call for reform and police accountability around the country, many city mayors were already implementing various initiatives and policies to fortify and innovate public safety. Some examples include reforms that many citizens are already familiar with, such as body cameras and community policing tactics, as well as more innovative reforms, like mental health response teams that can respond more appropriately and holistically to crisis events (National League of Cities, 2020). Below are examples of reforms that cities across the country are taking to reimagine public safety.



Courtesy of Newark City Hall: Newark officers meet with local residents

# Reimagining Public Safety Across The Country

1

## Albuquerque, New Mexico

The mayor formed a new department of unarmed responders (social workers, housing and homelessness specialists) to co-respond to 911 calls alongside police.

2

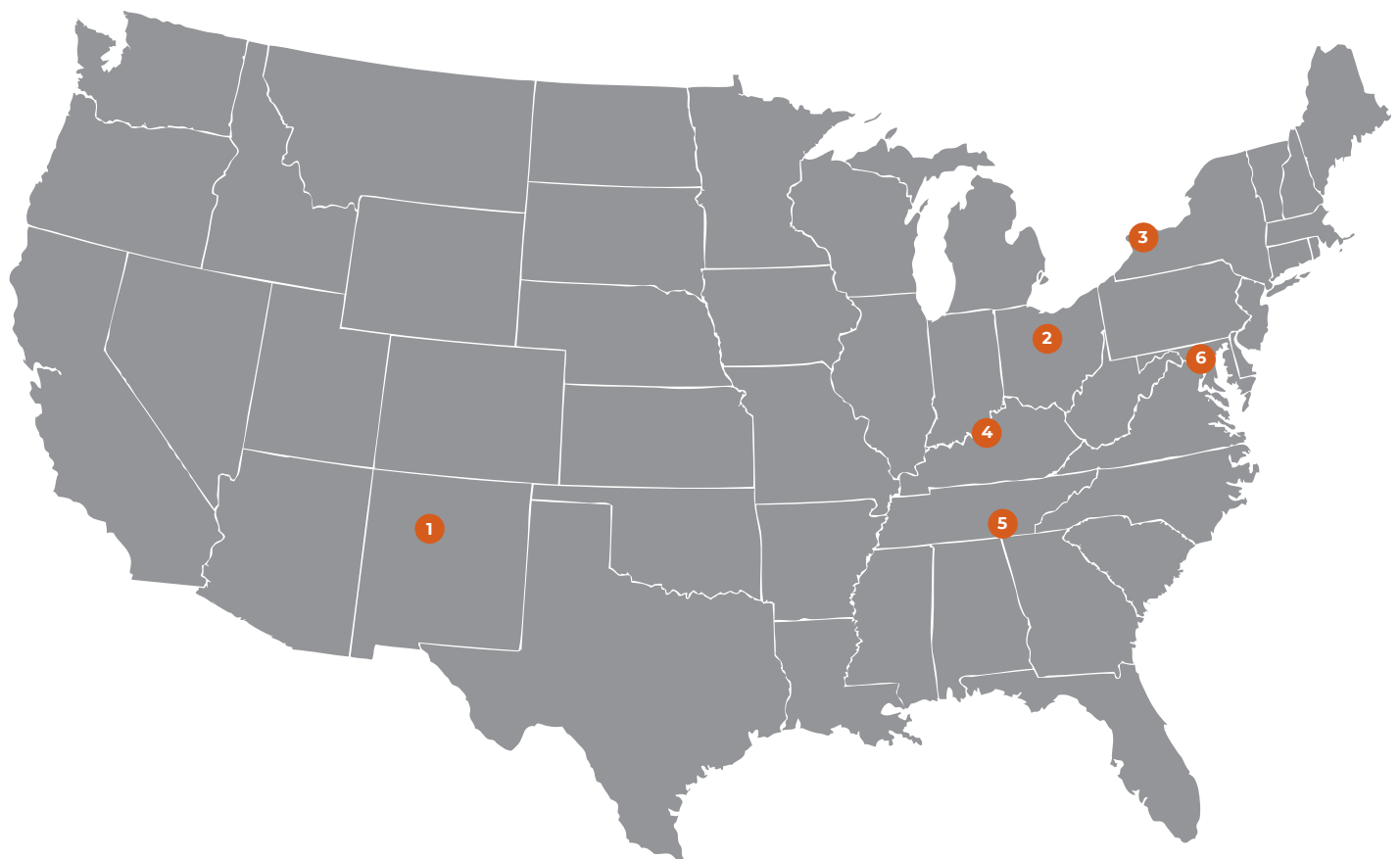
## Columbus, Ohio

A Community Safety Advisory Commission was created that works together to review and recommend best practices for their police department.

3

## Buffalo, New York

The police department in Buffalo, New York created a crisis intervention team that appoints crisis coordinators to handle mental health issues in the community.



4

## Louisville, Kentucky

The Office for Safe and Healthy Neighborhoods (OSHN) was created to reduce violent crime throughout the city. The office also created a campaign and community action plan called One Love Louisville that focused on mobilizing the community and various resources towards groups that are highly impacted by suicide, drug overdose, and homicide.

5

## Chattanooga, Tennessee

In Chattanooga, Tennessee, the police department released data sets that track citations, arrests, use of force, and citizen complaints. All categories are broken down by race to track trends of inequity.

6

## Washington, DC

Cure the Streets is a data-driven, public health project that reduces gun violence by treating violence as a disease that can be interrupted, treated, and stopped from spreading. The program operates by interrupting brewing conflicts, identifying and treating high-risk individuals, and mobilizing the community to build coalitions.

The creation of such a task force underscores the shift that cities are taking to research and implement new public safety initiatives that not only reduce crime but also center on the well-being and safety of people and their communities.

The NLC has also created a Task Force of mayors and councilmembers across America with the goal of creating a clearinghouse of best practices around the issue of public safety reform, including:

- Alternative and innovative response
- Violence prevention and reduction
- Jail use reduction
- Law enforcement reform and accountability
- Public safety budgets
- Racial equity and community engagement

The creation of such a task force underscores the shift that cities are taking to research and implement new public safety initiatives that not only reduce crime but also center on the well-being and safety of people and their communities. Mayor Baraka currently serves as the task force's co-chair, placing Newark at the forefront of the movement to put the "public" back into public safety.

### **Putting the Public Back into Public Safety**

Over the years, Newark has worked in a variety of ways to engage the community in matters of public safety and to socialize the concept that these matters are a collective responsibility. This inclusion centers on the belief that safety does not happen on its own, nor is it solely the responsibility of law enforcement, but involves the collaboration of the community and law enforcement, supplemented and guided by data.

Safety, reduced to its most basic definition, is "the condition of being safe from undergoing or causing hurt, injury, or loss" (Merriam-Webster). Largely operating under the assumption that these components are all there is to safety, traditional public safety measures have relied mainly on policing, incarceration, and reducing crime rates. Yet, a more nuanced understanding of safety reveals that there is more to it than the absence of crime. The Blueprint for Shared Safety, an extensive community-and-health-oriented public safety

strategy, posits that safety is well-being, with well-being achieved when “people are living in conditions that promote mental and physical health, connectedness, and resilience” (Blueprint for Shared Safety). By tending to the well-being of community members, which can include addressing issues such as police violence, homelessness, unemployment, food insecurity, drug abuse, and poverty, it is possible that the conditions that encourage crime may subside. True safety is not solely about the crime committed but is also concerned with the conditions and systems that threaten the well-being of community members and can encourage those crimes. While it is often the responsibility of law enforcement to address the symptoms of these issues, it is also the obligation of politicians and governments to implement solutions that make well-being a reality for its community.

### Violence as a Public Health Issue



Courtesy of Newark City Hall:  
Newark officers meet with local residents

To this end, with well-being as a central tenet of public safety, crime (more specifically, violence) must also be understood as a public health issue. Continued exposure to violence has extensive physical and mental health consequences. Research has identified that in youth populations, increased exposure to neighborhood violence is directly related to increased risk of mental and physical health conditions, including chronic health conditions and developmental disorders. Community violence has been identified as a particular risk among Black youth, with associated outcomes including “lower academic functioning, cognitive declines, increased psychological symptoms, peer difficulties, parent or family conflict, chronic health conditions, and future violence victimization or perpetration” (Woods-Jaeger et al. 2019, p. 1679). Police violence against civilians is also a significant public health problem to be noted. According to Mapping Police Violence, 1,127 people were killed by police in 2020, with Black people the most likely to be killed, and Black and Latino people both at higher risk as compared to white people.

Additionally, police violence and community violence are both sources of physical and mental trauma in communities. Depending on the individual, the effects can be short or long



Police violence and community violence are both sources of physical and mental trauma in communities.

term, and occur immediately or later on after the traumatic event(s). The effects of trauma can impact an individual's well-being in many ways, with issues ranging from difficulties coping with normal stress and problems with daily living to problems managing memory, attention, and behavior. Long-lasting effects can even impact neurodevelopmental and immune system responses, and bring on physical or behavioral health disorders (SAMHSA, 2014, p.2).

Likewise, individuals who have repeated, unaddressed exposure to traumatic events may find that the impact of those circumstances affects their future choices and environments, and make it increasingly difficult for them to improve their well-being and safety. For example, in a guide created by the Substance Abuse and Mental Health Services Administration (SAMHSA), the authors note that a jail inmate who had continued exposure to violence may have difficulty avoiding re-offending or finding ways other than violence to solve disputes; or that a sexually abused homeless youth may engage in high-risk behaviors to cope with their abuse. Additionally, if individuals who experience sustained trauma are then introduced into a system that harshly punishes them for their behavior while ignoring the underlying reasons, then that person's needs continue to compound and go unaddressed. In that context, it would be unrealistic for anyone to expect people who have been repeatedly inundated in a climate of violence to change their behavior. This is why Newark's public safety initiatives began to incorporate a community-based and trauma-informed approach. It is the realization, recognition, and response to that trauma by organizations and systems that make all the difference when addressing both the crime and its circumstances and motivations (SAMHSA, 2014, p.9). By using this approach in public safety and community policing initiatives, as well as in reformed policies, Newark can live up to its dedication to tend to the holistic version of safety- the one that centers on individual and community well-being and resilience.

Therefore, because issues of community and police violence continue to impact individual and community health and well-being, these problems are of both civil rights and public health importance. They require an approach that addresses policies and processes, but also health and wellness. These

forces can work together and transform public safety as we know it. That is what Newark has sought, and continues to do, with its policy and initiative-led reforms and through its recent establishment of the Office of Violence Prevention and Trauma Recovery.

## **Community-Policing**

In order to address issues of police and community violence, public safety initiatives across the country, and especially in Newark, have attempted to circumscribe the role of police in public safety where safe and appropriate to do so and place more emphasis on community intervention. The implementation of community-based voices and strategies recognizes that communities are a vital force in the promotion of public safety, considering members often know their communities better than anyone, including police officers who may not hail from that area.

Recognizing the multifaceted effects of police violence, the Newark Police Department has begun to emphasize the importance of treating civilians at all times with the respect and dignity they inherently deserve as valued members of their community. Furthermore, there has been a shift in NPD culture to maintain a police force that collaborates and sees the Newark community as partners in their public safety efforts. Thanks to Consent Decree reforms, “Stop, Search and Arrest training” were implemented department-wide which emphasize respecting the civil rights of Newark citizens, and the department aims to make 10,000 non-enforcement contacts per year where Newark officers are present at neighborhood meetings and school events to engage with the community (Ambrose & Henry, 2020). While seeking to collaborate with the community on public safety, these community-policing efforts also work towards repairing the relationship between the community and NPD that has been contentious and traumatic for many civilians for decades.

## Community-Based Violence Prevention



Courtesy of Newark City Hall:  
Newark officers meet with local  
residents

Community-based violence prevention programs have also been used as a tool in Newark to create a more holistic and trauma-informed response to crime and public safety. Many of these programs recognize that there has been trauma experienced and harm done, including between civilians, between officers and civilians, and also within familial and personal networks, that will continue to impact crime. They use this understanding to create programs that get to the root of the problem while also working on violence prevention, healing, and well-being.

There is evidence that these types of programs, and the mobilization of community organizations, make notable positive impacts on crime. Research conducted by Sharkey et al. found that community organizers play a significant role in reducing crime rates through policy reform and providing resource support to under-served individuals. They compared crime rates and the formation of new nonprofits focused on crime prevention, neighborhood development, substance abuse, workforce development, and youth programming in over 200 cities and concluded that in a city of 100,000 people, each new community organization led to a 1.2 percent drop in the homicide rate, a one percent drop in the violent crime rate, and a 0.7 percent reduction in the property crime rate (Atchison, 2018). Evidence is appearing all over the country of organizations and initiatives that have had a great influence on the crime in their communities, including in Seattle and cities across Massachusetts. With similar goals, a variety of stakeholders in Newark, including city officials, the NPD, and community-based organizations, have also introduced a host of violence prevention initiatives, including:

# Newark Public Safety Initiatives



Courtesy of newarkhappening.com

## Brick City Peace Collective (BCPC)

The City is using a collective strategy that includes organizations and institutions to identify initiatives, programs and opportunities to reduce violence and strengthen relationships between law enforcement and communities.

## The Community Based Public Safety Collective (CBPSC)

In 2021, Mayor Baraka helped organize a group of leaders from across the country to help advance pathways to safety that complement policing and reforms to the justice system at a national scale.

## Community Service Officers

A program that assigns two officers from each precinct to serve as the community-police liaison and regularly involve themselves in community programs to build relationships.

## EJUSA's Trauma to Trust: Community/Police Collaborative Training

Conversation-driven training that fosters empathy and mutual understanding of trauma by exploring race, violence, and social/economic inequity with the goal of reducing the violent harm of over-policing and use of force.

## Hope One Newark

A mobile police unit connecting people experiencing homelessness with addictions to treatment and social services

## The Mayor's Office of Violence Prevention and Trauma Recovery

The Mayor's Office of Violence Prevention and Trauma Recovery Manages and coordinates all City of Newark anti-violence policy initiatives and programs and will be supported by 5 percent, or about \$12 million, of the public safety budget.

## Newark Community Street Team (NCST)

A community-based violence reduction program that deploys outreach workers (many of whom had formerly been incarcerated) to support young adults through casework management.

## The Newark Police/Citizen Clergy Patrol

Police and clergy riding patrol together and doing outreach to the community, as well as clergy accompanying police to situations where spiritual comfort may be welcomed

## Newark Public Safety Collaborative (NPSC)

NPSC brings together data analysts, social workers, policymakers, and practitioners to contextualize 'big data' and make decisions for actions in a coordinated fashion.

## University Hospital's Violence Intervention Program

Matches gunshot victims with a caseworker to help reduce the risk of repeated gun violence victimization and connect them to social support and advocacy services.

## West Ward Victims Outreach Services

Provides trauma support services to young men of color in Newark's West Ward who have been impacted by trauma and victimization

The availability of this data allows more opportunities for community members to know exactly what is happening in their own streets and also holds the department accountable to the community.

## Public Safety, Trust, and Data

In order to strengthen this burgeoning community-wide partnership, the NPD looked for ways to increase trust and transparency with the community. A major step in this direction came by making data more publicly available, specifically dedicating a section on the Newark Public Safety Website to Transparency Data. The site provides information on use of force incidents, including the number of incidents involving use of force, the type of force used, actions of suspects, injuries sustained, and the suspects' race and gender. The website also provides data on officer field inquiries (when an officer questions a civilian), professional standards including internal and external complaints, and officer disciplinary actions. The availability of this data allows more opportunities for community members to know exactly what is happening in their own streets and also holds the department accountable to the community.

In order to center their crime reduction strategies on this now-public data, the NPD's ComStat unit analyzes and discusses statistical crime data to determine crime levels and trends. Using this data, the unit strategizes on crime control initiatives that address the specific trends in crime. They also track police and civilian engagement including performance indicators, police response time, complaints against officers, and compliance control efforts. The NPD also began to hold meetings known as Community COMSTAT that allow residents to access up-to-date information on crime and violence in Newark, as well as insight into the department's crime reduction strategies and how they are attempting to improve quality of life in the city. Another opportunity for transparency and community involvement came with the creation of the Citizen and Clergy Academy.

This multi-week course gave the participants the opportunity to learn the basic functions and operations of the Newark Police and Fire divisions, with shadowing opportunities of trainings and operations within the NPD. The goal of this program is for community members to learn about the different facets of public safety departments and build relationships where Newark's public safety departments and its community members are partners in reducing crime.

Though only in its third year of operation, the impact of the NPSC continues to spread throughout Newark, marking the importance and success of data-and community-informed public safety projects.

Another violence prevention initiative that was designed with a data focus is the Newark Community Street Team (NCST). In its deployment of outreach workers and interventionists in the South and West Wards of Newark, the NCST draws upon an evidence-based and trauma-informed approach for violence reduction. NCST's work relies on five specific strategies to reduce violence and maintain peace in the South and West Wards. Specifically, NCST works to 1) identify, recruit, train and deploy community-based, non-traditional leaders to serve as interventionists and outreach workers; 2) offer case management to high-risk, high-promise youth; 3) intervene in and mediate conflicts between individual and rival gang-involved youth; 4) increase awareness of and access to healing and recovery services for victims/survivors of violence by providing direct services, advocacy and public education; and 5) collaborate with citywide and regional public safety initiatives (NCST Narrative Evaluation, p. 38).

Additionally, the NCST's Public Safety Round Table created the chance for a wide range of community members to contribute to Newark's public safety vision. Elected officials, business owners, social service providers, and residents are all invited to the table to talk about their public safety concerns, efforts, and initiatives, while also receiving reports from the NPD on violence and crime in the city in order to discuss potential solutions.

It is these types of spaces that create room for a public safety strategy that is truly based on feedback and data from the community that informs best practices and solutions localized to Newark.

### **Newark Public Safety Collaborative**

The formation of the Newark Public Safety Collaborative (NPSC) in 2018 marked yet another evolution in the understanding of community involvement in public safety, this time including academic institutions and third-party evaluators. The NPSC was formed through the Rutgers-Newark School of Criminal Justice Anchor Initiative and is comprised of many stakeholder groups, including community-based grassroots organizations, city officials, law enforcement, and healthcare. The NPSC focuses on crime



Courtesy of Newark City Hall:  
Newark officers meet with local  
residents

prevention and enhancing public safety in civilly just and sustainable ways by using data analytics and research in the context of collaborative problem-solving.

Additional Newark crime data and analytics are available on the NPSC Data Dashboard, making it easier for community members to track crime trends in their own neighborhoods beyond what is available from the NPD's Transparency Data. The NPSC has also created and partnered on a variety of data-driven public safety initiatives that have had a very tangible impact on Newark. Through the Safe-Passage Program, the NPSC provides risk terrain maps to the NCST in order to deploy its outreach workers to the highest-risk places around four schools in Newark, with the goal of ensuring students get to and from school safely. The LED light replacement project partners with PSE&G to replace 1,500 failing lights with new, bright LED lights in high-risk areas for crime, acting on research that shows poor lighting increases crime. Additionally, with the Affordable Housing Safety project, the New Community Corporation's Security Director is implementing public safety interventions based on NPSC's data and insights that will continue to improve safety across affordable housing units. These initiatives, and many more through the NPSC, are all guided by data to create effective public safety solutions that tangibly impact the Newark community by partnering with community-based organizations and businesses with which residents regularly interact. Though only in its third year of operation, the impact of the NPSC continues to spread throughout Newark, marking the importance and success of data-and-community-informed public safety projects. As the city continues to build and strengthen its community-based public safety initiatives, including the establishment of the newly formed Office of Violence Prevention, it is clear that Newark's way forward is centered on the well-being, healing, engagement, and resilience of its community members.



## CONCLUSION







## Conclusion

To prevent future unrest, the Commission concluded, significant change would need to occur across several areas, particularly in approaches to public safety.

In 1968, President Lyndon B. Johnson formed the Kerner Commission, a group tasked with identifying the root causes of the Newark Rebellion and of similar uprisings in Detroit and other cities that same year. While similar commissions that came before spoke mostly of “riffraff” that spurred unrest (McCone Commission, 1965), Kerner examined the structural and societal issues that served as the catalyst for the events of 1967. The final report included a series of policy recommendations, most of which were groundbreaking for national audiences at the time, that are familiar refrains among activists in Newark and beyond. To prevent future unrest, the Commission concluded, significant change would need to occur across several areas, particularly in approaches to public safety.

While the Kerner Commission may have been one of the earliest to identify the structural influences at play in the Newark Rebellion, it was not the only. New Jersey Governor Richard Hughes convened a Select Commission on Civil Disorder which issued a report in 1968 that examined the rebellion’s genesis and recommended policy prescriptions to prevent future unrest. More recently, President Obama’s Task Force on 21st Century Policing released a report in 2015 and laid out an extensive series of policy recommendations for law enforcement agencies at all levels, from the Department of Justice to local police departments, in order to address racial disparities. Though these reports differ in context and scope, they emanate a common cry from communities across the nation: the need to reimagine public safety.

Over 50 years have passed since the Kerner Commission issued its report, but the proposals made within, reiterated in part in Governor Hughes’ Select Commission and President Obama’s Task Force, remain relevant today. Any community looking to meaningfully engage in this work would be well-served to examine these reports and evaluate how best to incorporate their policy recommendations into a local context. While all of the recommendations are valuable, there

While Newark has made significant progress toward these aims over the last few years, there is still more work to be done.

are several that should be at the forefront of any discussions regarding public safety. These include:

- Creating a civilian oversight body - with subpoena power - to review allegations of police misconduct
- Strengthening community-based reentry services that provide education, job training, and wrap-around supports
- Developing stationhouse adjustment policies and other alternatives to arrest for young people
- Investing in initiatives designed to prevent violence and peacefully resolve conflict
- Restoring mandatory civics courses in public school that empowers community members to hold elected officials responsible
- Incorporating conflict resolution and restorative justice into teachers' professional development
- Allowing municipalities to enact residency requirements for public employees
- Mandating body cameras for all police officers - uniformed and plain clothed

While Newark has made significant progress toward these aims over the last few years, there is still more work to be done. A true reimagining of public safety will only come when the responsibility for public safety is shared among all members of a community. Thanks to the tireless work of activists in Newark and around the country, we are closer to that day than ever before.

**When any part of the American family does not feel like it is being treated fairly, that's a problem for all of us. It means that we are not as strong as a country as we can be. And when applied to the criminal justice system, it means we're not as effective in fighting crime as we could be.**

**- President Barack Obama**



**APPENDIX**

**Organization****Description****BRICK Education Network**

The BRICK Education Network invests in children and their caregivers together to relentlessly knock down barriers to students' academic success. As a charter management organization based in Newark, New Jersey, we know that education allows children to achieve their dreams. However, historic inequities and trauma rob too many black and brown children of an equitable education. Learn more about how we break down walls so all children have an unimpeded path to unlocking their limitless potential.

Contact: 862-236-1333 [brickeducation.org](http://brickeducation.org)

**Equal Justice USA**

Equal Justice USA is a national organization that works to transform the justice system by promoting responses to violence that break cycles of trauma. We work at the intersection of criminal justice, public health, and racial justice to elevate healing over retribution, meet the needs of survivors, advance racial equity, and build community safety.

Contact: 718-801-8940 [ejusa.org](http://ejusa.org)

**The HUBB Arts & Trauma Center**

FP YouthOutCry Foundation, Inc. (D.B.A The HUBB) is a 501c3 non-profit organization located in Newark, NJ. The HUBB Arts & Trauma Center is located at 135 Prince Street in Newark, NJ and operates as a "Center of Hope" for the City of Newark. Our mission is to increase opportunities for success by providing healing programs, services, and events for underserved youth and their families through experiences that entertain, educate, and empower.

Contact: 973-900-6454 [thathubblife.com](http://thathubblife.com)

**National Network for Hospital based  
Violence Intervention Programs**

The National Network of Hospital-based Violence Intervention Programs (NNHVIP) connects and supports hospital-based, community-linked violence intervention and prevention programs to promote trauma-informed care for communities impacted by violence. The network is composed of hospitals and community-based organizations in more than 25 cities.

Contact: [nnhvip.org](http://nnhvip.org)

**Newark Anti-Violence Coalition**

A diverse collective of activists, community leaders and residents who are on the move to politicize and awaken the consciousness of Newark, one community, one home and one mind at a time. Rally with us every Wednesday to end the violence. Our mission is to empower the people thru social and political awareness in addition to teaching the power of self sufficiency in a community.

Contact: [navcoalition.org](http://navcoalition.org)

**Newark Beth Israel Medical Center**

First established in 1901, Newark Beth Israel Medical Center is a 665-bed quaternary care, teaching hospital that provides comprehensive health care for the region. Staffed with more than 800 physicians, 3200 employees, and 150 volunteers, our hospital is ready to provide you and your family with the quality care you need. Newark Beth Israel is renowned for its many preventive health programs that promote wellness in the community. As part of RWJBarnabas Health, the largest healthcare delivery system in the state, we have access to advanced technology and a variety of medical specialists.

Contact: 973-926-7000 [rwjbh.org/newark-beth-israel-medical-center](http://rwjbh.org/newark-beth-israel-medical-center)

Organization	Description
Newark Community Solutions (NCS)	<p>Newark Community Solutions provides judges with increased sentencing options for non-violent offenses such as drug possession, prostitution, and shoplifting. By expanding the use of community service and social service mandates, Newark Community Solutions reduces the court's reliance on ineffective fines and expensive short-term jail sentences, enhances procedural justice, and builds public confidence in justice.</p> <p>Contact: 973-733-5180</p>
Newark Community Street Team	<p>The Newark Community Street Team (NCST) was founded by Mayor Ras J. Baraka's as the City's community-based violence reduction strategy. NCST draws upon an evidence-based, trauma informed approach to violence reduction. NCST hires, trains and deploys Outreach workers and High Risk Interventionist in the South Ward and West Wards of Newark to: (1) Provide casework to those at greatest risk of becoming a victim or a perpetrator of violence; (2) Engage in high-risk intervention, both mediating on-going disputes that may result in violence and preventing retaliation; (3) Offer Safe Passage at contracted schools; (4) Provide support to crime survivors who are overlooked by traditional victim services agencies. NCST manages two Public Safety Roundtables in the West and South Wards.</p> <p>Contact: <a href="http://newarkcommunitystreetteam.org">newarkcommunitystreetteam.org</a></p>
Newark Department of Public Safety - Police Division	<p>Participants in the 10-week course will learn the basic functions and operations of the Police and Fire divisions as well as the Office of Emergency Management (OEM). Students will also be given a glimpse into the training, operations and organization of the Police Division, with insights offered into deployment decisions, the operations of the dispatch center and how calls for service are prioritized. The training will also include presentations on crime prevention, gang awareness, domestic violence issues and "a day-in-the-life of a Newark Police Officer." The Fire Division will provide classes on fire escape plans and arson investigations and will teach students how to properly use a fire extinguisher. Demonstrations of the Fire Division's equipment will also be given. Students will also learn how OEM responds in various catastrophic emergency situations and will be exposed to some of the agency's most advanced equipment.</p> <p>Contact: 973-877-9552 <a href="http://npd.newarkpublicsafety.org">npd.newarkpublicsafety.org</a></p>
Newark Opportunity Youth Network (NOYN)	<p>Newark Opportunity Youth Network launched in 2016 with a multi-pronged approach to improving outcomes for opportunity youth in our community - and across New Jersey. To execute this mission, our network is comprised of four key elements: Education, Workforce Development, Policy Advocacy, and Systems Building. Every city and region is unique, but when this approach is localized to a particular community's needs, only then, can large-scale, sustainable impact for opportunity youth become possible. LEAD Charter School is the first alternative public charter high school specifically designed to serve opportunity youth in Newark, New Jersey. We serve young people -- 16-21 years old - who have attempted high school. And we are driven by a mission to enable young people to master the essential skills crucial for success in post-secondary education, career, and community leadership within a global society.</p> <p>Contact: 973-297-0592 <a href="http://newark-oyn.org">newark-oyn.org</a></p>
Newark Public Safety Collaborative	<p>The NPSC, a Rutgers-Newark Anchor initiative, focuses on the use of data analytics under the Data-Informed Community Engagement (DICE) framework to assist community groups in their efforts to problem-solve and proactively address the environmental conditions that give rise to expressions of criminal behavior across Newark.</p> <p>Contact: <a href="http://newarkcollaborative.org">newarkcollaborative.org</a></p>

**Organization****Description****Newark Public Schools (NPS)**

The Newark School District is the largest and one of the oldest school systems in New Jersey. Its origin dates back to 1676. Barringer High School, in Newark's North Ward, is the third oldest public high school in the nation. The racial and ethnic diversity of the city provides a rich educational experience for pre-kindergarten to secondary school students. The district continues to revise its services to meet the changing needs of students. The information below came from the New Jersey Department of Education and summarize the most recent publicly available data. These data sources enable comparison with all other districts in the state of New Jersey. Newark students served outside of the district are not included in the data.

Contact: 973-733-7333 nps.k12.nj.us

**Newark Street Academy**

The purpose of the Newark Street Academy is to provide City of Newark disconnected youth between the ages of 16-24 years old through social-emotional learning, civic proficiency, community outreach and volunteerism. The youth are trained for 12-weeks through a series of Academic Learning, Vocational training, Life-skills, post and secondary educational and career mapping. Eligibility criteria is the youth must be a Newark, NJ resident, High School Drop-out, and have in his/her possession original legal documents to enroll in Newark Street Academy.

Contact: 973-856-3469

**Shani Baraka Center**

The Shani Baraka Women's Resource Center is multi-faceted agency dedicated to providing comprehensive services to meet the needs of women and their families in crisis and transition. The goal of this center is to provide support, care, protection and empowerment for women of all ages in Newark, New Jersey. The Center will provide a myriad of programs and services facilitated by the City of Newark and several community partners. Services will be designed to target the cause of the crisis, not just symptoms.

Contact: 973-757-7377

**University Hospital Violence Interruption Program**

University Hospital in Newark was the first in New Jersey to establish a hospital-based violence intervention program. Hospital-based intervention programs deploy specially trained workers to meet with victims of violence bedside and help them make changes that reduce the chances they will be reinjured and return to the emergency room.

Contact: 973-972-0770

**West Ward Victims Outreach**

The West Ward Victims Outreach Services program provides trauma support services to young men of color ages 18-30 in Newark's West Ward who have been impacted by trauma and victimization. Support services include mental health counselling, housing assistance, social services, legal aid, crime victim compensation assistance, and job readiness training.

Contact: facebook.com/WWVOC846