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EFFECTS OF POLICE HIRING & TRAINING ON CIVILIAN COMPLAINTS: A  
CASE STUDY OF THE NASSAU COUNTY, NY POLICE DEPARTMENT

A dissertation submitted in partial fulfillment  
of the requirements for the degree of

DOCTOR OF PROFESSIONAL STUDIES

to the faculty of the

DIVISION OF CRIMINAL JUSTICE AND HOMELAND SECURITY

of

THE LESLIE H. AND WILLIAM L. COLLINS  
COLLEGE OF PROFESSIONAL STUDIES

at

ST. JOHN'S UNIVERSITY

New York

by

Shevach Berkovits

Date Submitted 3/26/2024

Date Approved 3/27/2024

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## ABSTRACT

### EFFECTS OF POLICE HIRING & TRAINING ON CIVILIAN COMPLAINTS: A CASE STUDY OF THE NASSAU COUNTY, NY POLICE DEPARTMENT

Shevach Berkovits

Police agencies and administrations continue to face public scrutiny, consequential poor policing, and costly litigation from within their communities. Newly hired Police officers, trained in the latest police science, can lead to fewer received civilian complaints from the communities they serve. Without established literature and studies, agency leadership and policy-makers' decision-making are constrained to quantifying spreadsheet data, which rarely alter the totality of any micro-level police-related interactions. Therefore, this study asks, how does the amount of newly hired police officers affect the number of civilian complaints received? Theories applied include Risk Management, Societal Security, and Conflict Criminology. The Nassau County Police Department is examined as a reasonable reflection of policing. This mixed methods case study utilized a multivariate analysis of continuous variables and surveyed 431 Nassau County law enforcement professionals. The analysis revealed a statistically insignificant relationship between increased police recruits and decreased complaints. Significant differences ( $0.000 < 0.05$ ) in different demographics found black complainants ( $M=55.75$ ) are likely to file the most complaints while Asian complainants ( $M=5.75$ ) are the least likely to file complaints. White civilian complainants filed more complaints following NYS Executive Order 203 effective date of April 1, 2021 ( $p=0.006 > 0.05$ ). Race and the specific criminal justice database are determining factors in the total number of arrests reported

( $F(1,4)=4.269, p=0.005<0.05$ ) and age (( $F(10,131)=11.767, p=0.000<0.05$ ) determined whether an arrest is made. According to FBI data, police reform training did not significantly contribute to crime rates ( $p=0.326>0.05$ ), while NYS data showed improvement following police reform training ( $p=0.026<0.05$ ). Further suggested research should explore the cost-benefit of overtime over new hires, practical and relevant training, and the effectiveness of current recruitment practices.

**Keywords:** Police Hiring, Civilian Complaints, Police Reform, Police Training

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## CHAPTER 1

### INTRODUCTION

Police agencies and administrations continue to face public scrutiny, consequential poor policing, and costly litigation from within their communities. For most industries, a cost-benefit analysis is a routine business model forcing impersonal interactions.

Contrastingly, law enforcement cannot afford to hide behind general business practices due to their potential headline-grabbing interactions. In an attempt to hold police departments accountable to those they serve, municipalities have established methods for civilians to lodge their complaints. This study endeavors to discover if a relationship exists between those complaints and police hiring. Police department policies, in-service training, and budget constraints, which can influence police practices, will be discussed in terms of their impacts on civilian satisfaction.

The Nassau County Police Department (NCPD), the twelfth largest law enforcement agency in the US, was chosen as a case study as it is known for its competitive salaries, low crime rates, with a diverse population of 1.4 million residents (NYIC & LILAC, 2022). These factors eliminate potential alternative factors for community dissatisfaction (i.e., complaints) while offering a reasonable reflection of an urban policing environment. This law enforcement agency is a representative sample size as it is considered a medium-sized department with almost 2,600 sworn members when compared to the neighboring 35,000-member New York Police Department (NYPD), 2,300-member Suffolk County Police Department, and the much smaller departments within Westchester County.

The policy of the NCPD is to promptly and thoroughly investigate complaints and allegations of misconduct made by members of the public against Members of the Department (NCPD, 2020). The Department accepts all complaints of misconduct for investigation to determine their validity and takes necessary steps to correct deficiencies in the member's behavior or Department procedures and practices (NCPD, 2020). Police departments must be afforded the necessary resources required to effectively carry out their respective agency mission statement of providing for their community and ensuring their confidence and trust.

Criminologists will argue that factors other than salary, such as access to modern equipment, career advancement, and adequate training, are more important for the hiring and retention of qualified officers (Schuck & Rabe-Hemp, 2018). But do these non-compensation incentives in police hiring and retention methods translate to fewer lodged civilian complaints against police officers? If so, why continue to hire new officers above attrition rates when qualified, and previously trained, officers are already in place? If not, what are individual police agency contingency plans to offset poor recruitment efforts? Do departments have enough officers to adequately handle the community's calls for service? Despite this conundrum, agencies continue to utilize overtime when falling under minimum staffing levels to maintain safety. The biggest line item in any police agency budget remains to be personnel, including projected overtime (Iannone et al., 2019).

Training, or lack thereof, is a relevant topic for discussion as it factors into potentially lowering the number of civilian complaints received. The luxury of scrutinizing costs associated with law enforcement training can have dire consequences



given the public's current heightened distrust of police. Funding for most training programs, from delivery and development to ongoing needed periodic updates to personnel shortage costs forcing overtime, requires resources that are usually beyond the operating budgets of most police departments (Jacobs et al., 2016). More training, a clear need when complaints increase, will exacerbate the cost of daily police operations as funding becomes front and center for program success (Jacobs et al., 2016). In most instances, police academy training is the largest and only investment police agencies commit towards their officers' schooling. Newly hired police officers trained in the latest police science may lead to fewer civilian complaints as they are more open to learning new methods (Iannone et al., 2019). Alternatively, attempting to train experienced veteran officers in the latest tactics may prove futile as they are set in their ways (Iannone et al., 2019). However, the 491 total complaints filed against the NCPD in 2021, with a higher 507 reported in 2016, has warranted the merit behind this study (Pelaez, 2022).

The literature is limited on the relationship between police resources and their effectiveness when measured against community trust. Without established literature or studies, agency leadership and policymakers' decisions are constrained to quantifying spreadsheet data, which rarely alter the totality of any micro-level police-related interactions. Therefore, this study questions whether the amount of newly hired police officers affects the number of civilian complaints received.

To answer, this study applies the theories of Risk Management, Societal Security, and Conflict Criminology. This study's Homeland Security nexus can best be described using the following definition of Homeland Security Enterprise: a collective of all levels of government that contribute strategies, structures, or operations to the homeland

security mission; with enterprise including all levels of government, constituents, organizations, or stakeholders such as law enforcement and the public, and synonymous with “whole-of-community” approach (Ramsay et al., 2020). Police departments, and their sworn commitment to their communities, are inclusive of the Homeland Security Enterprise.

This mixed methods study employs a multivariate analysis to measure the relationships between two continuous variables, the independent variable of new police officer hires and the dependent variable being civilian complaints. A non-experimental correlational study design can facilitate the prediction and explanation of the relationship among variables (Seeram, 2019), as this study attempts to support the assertion that the amount of newly hired officers affects the number of civilian complaints received. The methodology includes collecting and quantifying all available data on civilian complaints received from 2016 to 2023. The total number of civilian complaints will represent community satisfaction and will be measured against the number of NCPD police officers hired within the same study timeframe. Appointments to the NCPD are not timely or scheduled, but on an as-needed basis and pending County Legislature approval.

Secondly, 431 survey respondents offered insight into the perceptions of training, based on their law enforcement years of service. The results were measured using inferential statistics. A non-parametric test analyzed participants’ responses while a parametric test compared results before and after treatments. Respondents unfiltered feedback is also included.

## Research Questions

This study asserts that newly hired police officers, whose training is supplemented by additional training from experienced veterans, may lead to fewer received complaints from the communities they serve.

R<sub>1</sub>: How do newly hired police officers affect the number of civilian complaints received?

H<sub>1</sub>: There is a negative correlation between newly hired police officers and civilian complaints received.

H<sub>2</sub>: There is a positive correlation between the gender of complainants and civilian complaints received.

H<sub>3</sub>: There is a positive correlation between the race of complainants and civilian complaints received.

R<sub>2</sub>: How do police officers perceive the type of in-service police training received?

H<sub>4</sub>: There is a positive association between police reform in-service training received and arrests made.

H<sub>5</sub>: There is a positive association between police reform in-service training received and reported crimes.

## CHAPTER 2

### LITERATURE REVIEW

#### Risk Management

Contemporary policing is scrutinized using business models as witnessed by the recent flawed Defund the Police Movement, and business models are tested by their risk assessment. Risk assessment, or risk evaluation, works similarly regardless if referring to business continuity, emergency management, or crisis planning (Redmond, 2018). One of the steps necessary in risk assessment is how to provide a cost-benefit analysis to justify the investment to control or mitigate the risks (Redmond, 2018). Ensuring public safety and answering to community outcry through police hiring certainly warrants an assessment.

Risk management is used to mitigate potential liability and risk exposures for private and public organizations (Archbold, 2005). The practice has evolved from its original insurance-based technical tool into an encompassing, policy-oriented technique used by organizations to avoid increasing threats of litigation, reducing the risk of harm while providing quality service (Archbold, 2005). Police administrators, or risk managers by necessity (Gallagher, 1990), have begun applying risk management theory to police liability (Archbold, 2005). The practice of making changes to police training and department policies is an integral part of risk management in policing (Archbold et al., 2006) as studies show effective prevention through proactive risk management and enhanced training plan development (Connelly, 2010).

According to FEMA (2011), risk evaluation and control as it relates to business continuity management are mutually reinforcing concepts. Resiliency and the capacity

for rapid recovery is one of the foundational concepts of homeland security with risk management contributing to its achievement by identifying resilience opportunities and resources in advance of any hazards (FEMA, 2011). FEMA (2011) believes risk management efforts be coordinated and integrated among all partners with shared or overlapping responsibilities, including Federal, state, and local governments, private sector, NGOs, and international partners. For homeland security measures to be effective, unity of effort amongst those charged with managing risks is important to ensure consistent approaches and a shared perspective of security challenges (FEMA, 2011).

Ramsay et al. (2020) define risk management as the process of identifying, analyzing, assessing, and communicating risk, and accepting, avoiding, transferring, or controlling it to an acceptable level considering the associated costs and benefits of any actions taken. In other words, risk management is a mindset and leadership approach, using commitments and policy to establish necessary resources, structure, and processes for directing, an organization's decisions and actions that minimize negative impacts and maximize opportunities for achieving goals (Dion, 2020). Risk management incorporates both policy and theory, reflecting a choice that decisions will be based on certain principles (Dion, 2020), providing processes and guidelines for making those decisions in accomplishing objectives (Power, 2007).

Ajupov et al. (2019), identified four steps in the organization of risk management: The first identifies funding for risk and target risk investment in setting goals using methods of analysis and forecasting of economic conditions, identifying the opportunities and needs of the financial instruments used. The second step is risk analysis, evaluating and determining an acceptable level of risk based on budget. The next stage compares

both the effectiveness and influence of selected methods on the risk and making a final decision. The final stage of risk management is the estimated cost and measures to mitigate those risks, specifying the intended impact of implementation, the timing of implementation, sources of funding, and those responsible for its implementation.

Agency theory, a subset of risk management, extends the analysis to include separation of ownership and control and managerial motivation, explaining a possible discrepancy of interest between shareholders, management, and debt holders (Klimczak, 2007). Interestingly, managerial motivation factors in the implementation of risk management have shown a negative effect despite the strong support for hedging as a response to the mismatch between managerial incentives and shareholder interests (Klimczak, 2007). Risk Management Theory is applied when viewing police hiring through a business lens as a response to the demand from communities for an improved product.

### **Societal Security**

Societal security is the capability of a society to preserve its essential character through changing conditions and threats, as society is about identity, self-conception of communities, and individuals identifying themselves as members of that community (Wæver, 1993). Wæver (2008) defines societal security as the defense of a community's identity against a recognized threat, referring to the collectives and their identity. These identities are distinct from explicitly political organizations concerned with government as the definition is not in terms of nations but, about large, self-sustaining identity groups capable of reproducing themselves independently from the state (Wæver, 2008). The key is the set of ideas and practices that identify individuals as members of a social group

significant enough to be a referent object of security and to operate as units in the international system concerned with the security of society, rather than the security of groups within a society (Roe & Navidnia, 2003).

Societal security could be viewed as a simple extension of state security, identifying a threat to the social and cultural survival of a community with a strategy to counter that threat and thereby make society secure again (Theiler, 2009). Society is a social, cultural, and psychological formation distinct from the political and legal construct that is the state, and according to the Copenhagen school, the most important identity communities in modern times are ethnic groups and nations (Theiler, 2009). Societal security refers to the sustainability, within acceptable conditions for evolution, of traditional patterns of language, culture, association, and religious and national identity and custom in a given society and when facing perceived identity threats, will call on the states to act on their behalf by initiating immigration controls, cultural content quotas, or pre-emptive wars (Theiler, 2009). Societal security has become synonymous with identity security studied both objectively, through the preservation of a society's key features, including language and customs, and subjectively, exploring the endurance of a community embodied by a shared set of meanings and identifications (Rhinard, 2020) and its survival as a locus of identification (Theiler, 2009). Incidentally, the subjective perspective is the focus as a central point of inquiry in Copenhagen School-inspired studies of securitization (Rhinard, 2020).

Societal insecurities occur when individuals or groups perceive their self or group's national or regional heritages, religious faiths, and racial or cultural identities threatened (O'Sullivan, 2020). Ethnic, religious, and other minority groups feel the most

vulnerable in most societies, fearing immediate government and law enforcement threats, including social injustice, neglect, local police treatment, and mass incarceration, far more than they fear external national security threats (O'Sullivan, 2020). Conversely, study results revealed that police officers evaluated fairness through significantly different mechanisms than civilians and that those differences were explained by self-categorization with the police (Hazen, 2021). Societal security is a relevant theory when examining civilian complaints against the perceived state's enforcement arm.

### **Conflict Criminology**

Conflict theory explains friction in a modern world when the old ways clash with modernity and increased globalization (Ramsay et al., 2020). The preservation of traditionality is often opposed to the rapidity of modernization, which has sped up through technological advancement (Ramsay et al., 2020). Most conflict is attributed to westernization, standing in direct contrast to older, more established, and more conservative ways (McDonnell & Cozine, 2020).

According to Turk (1969), the criminalization of subjects by authorities, through either legislation or law enforcement, is a structural approach as it is a theory of interaction among groups and categories of people rather than a social psychological explanation of patterns of interaction among individuals. Turk (1969) believes that authority relationships are inevitable and that they hold a potential for overt conflict, with the authorities in society who constitute the dominant, decision-making category, and the subjects, who make up the subordinate categories, who are affected by, but scarcely affected law. To wit, producing legislative majorities control the police dominating policies that dictate who violates the law and exhibiting most prescribed criminal



offenses are political (Vold, 1958). Quinney (1970) concurs, defining law as conduct by authorized agents in politically organized societies with criminal definitions describing behavior conflicting with the interests of those in power. Therefore, engaged actions by the lower class have a probability of being classified as criminal due to the social reality of crime being constructed by the application of criminal definitions, the development of behavior patterns, and the construction of criminal conceptions (Quinney, 1970).

Research suggests the combination of related disputants, multiple arrests, and witnesses present predicted resistance and norm resistance is more likely when dual arrests occur (Greenleaf & Lanza-Kaduce, 1995). Incidentally, perceived threats of embarrassment and formal sanctions witness significant gender differences (Blackwell, 2000). Also, mandatory arrest policies fail to reduce the recidivism rates of batterers and increase the unintended consequences of overt conflict between officers and civilians (Greenleaf & Lanza-Kaduce, 1995).

Albeit controversially, Marxism may help explain the causation of civilian complaints against the police. Marx & Engels (1967) theorized increased conflict between groups of inequality from scarce resource distribution. Then the opposite should be valid. Way & Patten (2013) argue that poor and racial minorities are over-policed, monopolizing enforcement resources and causing conflict expressed in the form of civilian complaints, questioning the legitimacy of resource arrangement once self-aware (Marx & Engels, 1967). With the root of conflict as its source of unjust inequality, frustration could lead to organizational violence (Marx & Engels, 1967) as seen during the recent Defund the Police tumultuous demonstrations calling for the abolishment of policing (Cobbina-Dungy & Jones-Brown, 2021).

Extensive literature exists concerning policing and civilian complaint board (CCB) procedures and protocols. However, a nexus between police hiring and civilian complaints has not been identifiably examined. For example, when internal complaint processes fail to remedy the complainant and litigation is the only recourse, the gap in policing literature found no focused effort for national data collection on lawsuits filed against the police (Archbold et al., 2006) except for a single survey by the Washington Post, which found \$1.5 billion police misconduct settlements paid by US municipalities since 2010 (Maier, 2023). Locally, one investigation discovered 30 successful plaintiffs against the NCPD from 2016 to 2021 for false arrest and excessive force allegations (Lane, 2022). Another identified gap is found when discussing CCBs as many originated with the intent of directly influencing police policy. However, the literature lacks studies on CCBs to justify evidence-based criminal justice policies (Karpiak et al., 2022) or how failed oversight should be reformed (Clarke, 2009).

### **Civilian Oversight:**

All stakeholders within community policing have the role of co-producers of public safety (Gill et al., 2014) as the community identifies their needs, and the police work in tandem to find and implement its solution (Stephens, 2019). Following the World Trade Center Attack, police departments nationwide shifted from the community policing paradigm to homeland security, inadvertently creating the community's reluctance to interact with police on issues (Chappell & Gibson, 2009). Societal changes dictate police practices; however, the required change should reflect the public's needs (Bell, 2017).

Most tensions between steering communities and their policing officials can be attributed to communication barriers, with most complaints related to broken promises

and altercations with municipal staff members (Santana, 2021). Pratt-Harris & Winbush's 2020 mixed methods study found that over 80% of surveyed Baltimore community members did not trust their police to effectively address crime or to have interactions with dignity and respect. Researchers interviewed 645 Baltimoreans between September 25, 2018, and June 30, 2019, with the resulting data being less than favorable toward the Baltimore Police Department (BPD). An identified non-probability sample size of traditionally harder-to-reach and under-represented participants from all nine BPD districts was targeted for in-person interviews. The Morgan State University's Institutional Review Board-approved survey instrument consisted of open and closed-ended questions, with a 20–90-minute completion time via electronic means. A two-sample *t*-Test was used to find that 90% describe Baltimore City's crime rate as high, 38% felt somewhat safe, 40% believed BPD effectively reduces crime, and 57% are very dissatisfied with their policing services (Pratt-Harris & Winbush, 2020).

In 2022, Carroll & Yu conducted a quantitative study using 35 years of civilian complaint data to measure the impact of police misconduct on future promotions within a police department. Their target population was NYPD officers employed from 1985 through 2020, sampling 33,358 of those reported to have experienced an incident leading to a complaint. Researchers employed a logistic regression to estimate the odds of promotion following civilian complaints. Ninety-eight officers were demoted while 51.9% remained in rank as males were found to dominate results with 94.7% of complaints lodged against them by 72.1% of male complainants (Carroll & Yu, 2022). Those less likely to be promoted included 16% having substantiated complaints, 22%

accused of being discourteous, 30% accused of using offensive language, and 54% needing formalized training (Carroll & Yu, 2022).

Another quantitative study conducted in 2021 by Holliday & Wagstaff tested the correlation between CCBs and selected measures of procedural justice including trust, equality, accountability, and community, from a population of U.S. municipalities and associated police departments. The non-random sample size was narrowed to those municipalities within 48 states having conducted a community satisfaction survey using three forms of CCBs, review, advisory, and investigatory, by organizations qualified to conduct market research and surveying (Holliday & Wagstaff, 2021). All three CCBs were examined with equal weight using bivariate and multivariate methods, applying a logistic regression to study the link between CCBs and community satisfaction in police resulted in a positive correlation (Holliday & Wagstaff, 2021).

Using pre-existing datasets, Kim (2022) found civilian oversight had a significant impact on case clearance rates. The data was retrieved from the Law Enforcement Management and Administrative Statistics Survey, the FBI's Uniform Crime Reporting Program (UCR), and the Fatal Encounters database (Kim, 2022). The quantitative quasi-experimental study used a propensity score matching analysis to measure the number of arrests, crime reduction, case clearance rates, use of deadly physical injury, and the homicides of police officers to determine if CCBs impacted police organizational performance (Kim, 2022). Interestingly, identified police departments with civilian oversight were found to have lower clearance rates by 2.71% as compared to agencies without civilian oversight (Kim, 2022).

Rosenthal's 2018 qualitative study sampled 24 CCB directors, each with at least six years of seniority, from a possible pool of 26, using an 11-question survey instrument. The 24 semi-structured telephonic interviews were ultimately transcribed and coded. Rosenthal's (2018) work helped recognize the conditions necessary for success which include agency independence, director job security, a qualified staff, access to all pertinent information, the ability to publicly report, and the municipality's willingness to hear critique of its police department.

According to Rossler et al. (2019), people will see and hear how others feel about the police and then develop similar thoughts and feelings. The advent of social media has had an enormous influence on people's perception of police (Walsh & O'Connor, 2019), especially during an era when posted content is taken for truth, without being vetted, and then shared (Hajli, 2018).

Delehanty et al. (2017), found the 1033 Military Surplus Program reversed any attempts to bridge the gap between the police and their communities as used military equipment were offered, for free, to local police departments in a phenomenon dubbed *Police Militarization*. The program availed military-grade rifles, used helicopters, and decommissioned armored vehicles for street patrols (Burkhardt & Baker, 2018), further alienating and pushing communities away from any semblance of a cooperating partnership (Koslicki et al., 2021). This massive rift between police and their communities has only strengthened calls for civilian oversight.

A CCB expects that a complaint will be heard, understood, and advocated for on behalf of the complainant, although studies show complaints are more likely simply when a CCB is present (Holliday & Wagstaff, 2022) despite most being abolished and

condemned as failures (Clarke, 2009). Incidentally, complaints have a 78% higher chance of being sustained when the process is led by civilian oversight (Holliday & Wagstaff, 2022). Civilian complaints against the police are not endemic to the United States, surveys show Canadian minorities view their police forces as racially biased (Wortley & Owusu-Bempah, 2022). Alternatively, Lawson & Harvie (1978) suggest collective bargaining may have seriously reduced the public's ability to maintain accountability over the police as police unions focus on manpower, equipment allocations, recruitment, assignments, and training.

### **Lack of Training:**

Iannone et al., (2019) state that frontline police training is such an important concept that its burden is placed on first-line supervisors, given that patrol divisions assume the majority of the organization's risk liability (Wilson, 1996). Iannone's argument for prioritizing employee management to reduce financial risk and employee injury costs is supported by Wilson's findings. Incidentally, police tactics are consistently critiqued throughout the literature within the context of firearms misuse, liability, and lack of training (Scott, 2005).

Lack of police training is a point of contention for criminal justice reform advocates. Their concerns are well-supported in the literature. For example, drawbacks within standardized police basic training, deficient training systems, and a lack of motivation among police personnel (Ullah & Sajid, 2016). Another study on school-based resource policing found that 40% of officers have not received any specialized training, with more than half calling for additional training to improve job performance (Martinez-Prather et al., 2016).

The implications of a lack of training can lead to poor police practices (Javaid, 2020), including the inability to recognize warning signs or risk factors (Kurkurina et al., 2018). The totality of these factors can enable a lasting effect. Consequences of poor training will affect how police inadequately respond to situations, leading to additional strains on law enforcement relations. Police officer training varies by jurisdiction and based on locale experiences, studies have shown that the location in which officers work affects their attitudes toward use of force decision-making (Barret et al., 2009). For example, streetwise urban officers' increased discretion equaled increased use of force as their responses appeared more pragmatic, never tolerating verbal abuse (Barret et al., 2009). Suburban officer attitudes are comparable to their more legalistically precise rural counterparts, often discounting verbal abuse as the law does not penalize it (Barret et al., 2009). Participation in police academy training, as a construct, by officers was also found not to have an impact on their attitudes towards the use of force, suggesting that the jurisdiction-specific academy attended appears to have an effect (Barret et al., 2009). Incidentally, the NCPD Academy supplements the New York State (NYS) curriculum of 699 training hours with an additional 400 hours (Nassau County, 2021).

In 2011, the Department of Justice established the Officer Safety and Wellness (OSW) Group and recommended agencies ensure officers have the needed equipment to operate safely and that agencies enhance education and training (Finch, 2018). Instances, although very rare, of an individual officer intentionally deviating from acceptable behavior do occur, this type of conduct does nothing to further the goals of the organization or the law enforcement profession (Finch, 2018). The OSW found that

proper hiring, policy development, and, regular and consistent training successfully mitigate deviant officer behavior (Finch, 2018).

One commonality is that training must be of immediate relevance to the job of policing (Alain & Crête, 2009). Training is often met with resistance when imposed by government and public sector professionals, who are often suspected of not knowing the reality of police work (Alain & Crête, 2009). Most police contract negotiations prioritize salaries and working conditions while sacrificing training as a secondary or an afterthought (Alain & Crête, 2009).

Training is not without its limitations. According to nationwide police budgets, funding for identified law enforcement training and equipment needs is not prioritized (Chudwin, 2002) nor does training keep pace with changing societal needs or technological advances (Killacky, 1991). Training gaps have been identified due to a lack of uniformity across genders and disabilities awareness. For instance, female officers were found to have significantly greater positive attitudes over their male counterparts while the same study found all respondents had little to no training on interactions with those with disabilities (Eadens et al., 2016). Another study found only 37% of officers experienced some type of training but, still fell short of specifically tailored training sought by the community they served (Crane et al., 2016). Additionally, Carson (2016) found training based on gender to be inadequate and ignored national requirements, even though the likelihood of force being used is significantly reduced by the presence of a female officer (Johnson, 2021).



## **Police Hiring:**

According to the Law Enforcement Management Administrative Statistics survey, sworn officers within the U.S. has decreased by 23,000 from 2013 to 2016 (Hyland, 2018). The last two decades have seen the failure of police agency sizes to match the growth of the U.S. population (Bottema & Telep, 2021). The Police Executive Research Forum surveyed 411 agencies and found that 63% of police departments had reduced numbers of applications when compared to 5 years ago, 27% reporting slight drops, and 36% reporting significant decreases in applications (Wexler, 2019). Incidentally, the International Association of the Chiefs of Police (2020) found that 78% of agencies struggle to recruit qualified applicants, 75% reporting that recruiting is more difficult when compared to 5 years ago, and 65% complaining they had too few applicants.

Police recruitment is arguably the worst it has ever been according to Shjarback and Maguire (2019) as the current anti-police rhetoric has led to widespread disinterest in the profession (den Heyer & Mendel, 2019). Criminal justice and criminology students at two large universities volunteered to participate in a survey about their motivation to enter the police force. Of the 20,000 population, 425 were identified for the qualitative 2018 September through October study. The Institutional Review Board (IRB)-approved Likert scale survey was administered electronically, ranging 10-15 minutes for completion. A principal component analysis helped establish both the dependent and independent variables that were then analyzed via an ordinary least regression with robust standard errors. The results found that Ferguson-related scrutiny and its caused perceived higher levels of dangerousness, led to significantly more apprehension about entering the police profession (Morrow et al., 2021).

Unsurprisingly, diversifying a police department has become increasingly more difficult (Alderden et al., 2017). Increased female and racial diversity in police hiring can be attributed to President Obama's 2014 Executive Order 13684, establishing the Task Force on 21<sup>st</sup> Century Policing, with the aspiration of rebuilding public trust (Yu, 2022). In fact, in June 2021, while complying with gubernatorial police reform directives, the Nassau County Executive formed the Police Diversity Committee to improve diversity in police hiring, recruitment, testing, and hiring (NCPD, 2021).

A 2021 qualitative study examining the Commission on Accreditation for Law Enforcement Agencies, identified 127 member agencies with complete data. Three different dependent variables, the number of female hires, black female hires, and Hispanic female hires, were measured against two independent variables, agency, and jurisdictional characteristics, using a negative binomial regression. The resulting findings saw agencies that hired more white males also hired more women, larger departments hired fewer women, and more diverse agencies hired fewer women (Nowacki et al., 2021).

Del Toro (2021) challenges the assertion of public trust rebuilding, finding a strong positive correlation between a predominantly minority police force and civilian complaints against them. Del Toro (2021) also contends that additional police funding facilitated enhanced training and the doubling of Camden, New Jersey's police department led to a 95% decrease in excessive force complaints. Additionally, competitive testing (Jacobs et al. 2016), the removal of politics from American policing, standardized recruitment and hiring, and education requirements lead to fewer civilian complaints (Del Toro, 2021).

Most police officers hired under higher education requirements are more likely to have fewer complaints, disciplinary actions, and civil lawsuits (Del Toro, 2021). A strengthened hiring process designed to select suitable characteristics (Donner et al., 2021), such as honesty, integrity, ethics, compassion, empathy, and communication and listening skills (Terpstra et al., 2022) can enhance the public perceptions of their legitimacy and reduce both civilian complaints and use of force incidents (O'Rourke et al., 2021). Empirically, Johnson's (et al.) 2021 qualitative study findings reaffirmed those conclusions via a Poisson pseudo-maximum likelihood regression.

Using the Fatal Encounters Database and the Bureau of Justice Statistics' Law Enforcement Management and Administrative Statistics survey data from 2000-2016, 235 U.S. cities were identified for inclusion. Most significantly, researchers found that college degree requirements by police departments are associated with a decrease in police-related fatalities (Johnson et al., 2021). Those numbers dropped even lower when measured for black casualties and unarmed suspects (Johnson et al., 2021).

Police department hiring is not arbitrary but a mandate for most municipalities according to their respective charters. For example, New York City (NYC) specifies the existence of a police department while Minneapolis' charter requires a ratio of 17 officers per 10,000 residents (Donner et al., 2021). Incidentally, State law controls how police officers are not only hired but, also disciplined and terminated (Donner et al., 2021). Notwithstanding the current climate of anti-police rhetoric, Minneapolis has counterintuitively diverted police hiring funding to create a violence prevention office (Donner et al., 2021). Alternatively, the use of personnel on overtime has become more

attractive instead of hiring to offset retirement costs, as in most departments, overtime is not pensionable (Donner et al., 2021).

Training should be tailored to the needs of the agency and cover specific topics based on the current, trending dangers or concerns facing that agency. For example, training can focus on stress management to help ease absenteeism. Absenteeism, females being the bigger culprits, is the consequence of fatigue and sleeplessness, commonly found in swing shift and night shift officers (Riedy et al., 2020). Additional contributing stress factors include inadequate salary, excessive paperwork (Patterson et al., 2012), overtime (Wang et al., 2020), and pressure to work overtime due to a lack of resources, i.e., staff shortages, poor equipment, or inadequate training, making it more difficult for officers to meet high job demands, creating additional stress (Wu & Wen, 2019). Officers often work extended shifts lasting 12 hours or more, and unpredictable events can facilitate overtime regularly, preventing officers from time to allow for natural biorhythms to reset (Ramey et al., 2012). Although the shortage of resources and training is regarded as an organizational-level stressor, it is largely the consequence of the economic and financial situation of the region where the agency operates (Wu & Wen, 2020).

Mental health resilience is another administration training failure as it has been found to affect police performance. A lack of learned stress-releasing activities recognizes the need for a psychological aspect within police training (Ullah & Ibrar, 2019). Police workload was found to be the biggest stress causation with stress having the strongest health impact on officers (Tyagi & Lochan Dhar, 2014), given policing is an around-the-clock operation and departments use shift work to schedule officers around-

the-clock and rely on overtime when understaffed, including court appearances via subpoenas (Riedy et al., 2020).

During initial police academy training, emotional suppression and distress are discouraged among training police recruits as a means of surviving occupational burnout but, it soon becomes a barrier blocking traumatized officers from seeking help (Papazoglou & Andersen, 2014). Despite psychological resilience offering possible protection, 4-day training seminars do not offer significant improvements (van der Meulen et al., 2018). Another major attrition contributor is declining morale stemming from short staffing, long hours, toxic management, public antipathy, and lack of support from criminal justice stakeholders (Stirling, 2022). Low morale is attributed to voluntary separations and an increased safety risk to communities (Stirling, 2022).

## CHAPTER 3

### METHODOLOGY

After surveying the extant literature, and based on the theoretical basis above, there remains a need to examine the relationship between civilian satisfaction within the police and the hiring practices of a police department. This study expects that the hiring of more police officers would reduce the number of civilian complaints received by the Nassau County Police Department. Police organizational performance has traditionally focused on crime control functionality and related performance outputs (Kim, 2022). Police work is comprised of multiple dimensions (Sparrow, 2015), requiring a multifaceted approach to understanding police organizational performance (Moore & Braga, 2003). Police organizational performance focusing on what police agencies produce, in addition to staffing levels, clearly cannot reflect other critical dimensions that are by the community (Kim, 2022). When understanding police organizational performance, this study focuses on how police agencies, specifically the Nassau County Police Department, interact with its communities as they deliver law enforcement services, how it addresses adequate staffing, and how it best prepares its member officers.

#### Research Design

Research study is traditionally guided by a broadly defined research paradigm, either referring to the researcher's underlying views concerning the research issue in question (Dawadi, Shrestha, & Giri, 2021) or defined as a worldview and the assumptions associated with that view (Tashakkori, Johnson, & Teddlie, 2021). A paradigm also includes the position of whether any conclusions outside of opinions can be formulated (Greene, 2007). Of the three major research paradigms, this study focuses on pragmatism.

The paradigm of pragmatism views reality as pluralistic and adapting to what works and practice (Dawadi et al., 2021). According to Tashakkori et al. (2021), pragmatism is a deconstructive paradigm that debunks concepts and concentrates on the truths of the study's research questions by advocating for mixed methods use, emphasizing the researcher's role in interpreting results.

This study uses a mixed methods research design in its approach to collect and analyze quantitative and qualitative data in a single study, allowing for a deep exploration of the research questions (Damyanov, 2023). Mixed methods research will help expand and strengthen this study's conclusions and contribute to the published literature (Schoonenboom & Burke Johnson, 2017). Quantitative research offers a broad picture based on numeric data that can be manipulated through statistics (McChesney, n.d.-b). Qualitative research allows for a deeper explanation of data through participating storytellers (McChesney, n.d.-b). In other words, quantitative data brings the study breadth, while qualitative data provides it depth (Dawadi et al., 2021). Mixed methods research is useful when there is conflicting or differing results, offering insights into said differences (Damyanov, 2023). The mixed methods research will look at both the quantitative results and qualitative findings and make inferences on how the information addresses the research questions (Creswell & Plano Clark, 2018).

This study follows an explanatory sequential design requiring follow-up explanations and participant selection, with the quantitative data leading into the qualitative, to improve the quality of drawn inferences (Tashakkori et al., 2021). This specific design helps further explain quantitative data using additional qualitative information (Damyanov, 2023), or following up on quantitative findings using qualitative

data to explain it (Dawadi et al., 2021). According to Dawadi et al. (2021), explanatory sequential design occurs in two phases, the collection and analysis of quantitative data followed by the designing of the secondary quantitative data based on qualitative findings. Creswell & Plano Clark (2018) suggest data integration within explanatory sequential design develops by connecting the quantitative findings to the qualitative data collection and by drawing integrated inferences after combining the two sets of results after the qualitative phase has completed.

Advanced frameworks can extend mixed methods research designs and assist in investigating complex processes and systems (Damyranov, 2023). The applicable framework case study is such an extender. Case study utilizes both quantitative and qualitative research methods to analyze and examine a specific case in detail to learn the factors influencing it (Damyranov, 2023).

### **Research Hypotheses:**

What some police agencies view as priority issues could drastically differ from those prioritized by their communities (Sparrow, 2015). To understand the NCPD's performance in community satisfaction, the current study also examines the complainant's gender and race. Additionally, the type of training received by NCPD officers following mandated reforms imposed by Executive Order 203 (EO203) will also be examined. As of December 2021, the NCPD officers, detectives, and supervisors have attended the 10-hour in-service training on topics including de-escalation, ethical and moral courage, fundamental crisis intervention, leadership, legal updates, procedural justice, unconscious bias, and use of force (Nassau County, 2022). In terms of public interaction, the following is questioned:



R<sub>1</sub>: How do newly hired police officers affect the number of civilian complaints received?

H<sub>1</sub>: There is a negative correlation between the number of newly hired police officers and civilian complaints received.

The relationship between police hiring and civilian complaints has not been examined but literature on each individually is plentiful. However, the literature is non-existent when complaints and hiring are looked at together. Police hiring practices themselves are often the subject of complaints whether it be political or lack of representation (Janoski, 2020).

H<sub>2</sub>: There is a positive correlation between the gender of complainants and civilian complaints received.

The relationship between civilian complaints and the gender of those complainants has also not been examined with only limited literature on each found. Again, the literature is non-existent when complainants' gender and their complaints are looked at together. Alternatively, gender in policing has been extensively examined in terms of diversification.

H<sub>3</sub>: There is a positive correlation between the race of complainants and civilian complaints received.

The relationship between civilian complaints and the race of its complainants has been well documented and continues to be examined in terms of police use of force and abuse of authority. Previous studies have focused on race and ethnicity as predictors of complaints against police while others argue that socioeconomic issues are better predictors. One study found no difference in reporting between black or white American

residency proportions communities, but Hispanic communities were less likely to formally complain of excessive use of police force (Smith et al., 2022).

R2: How do police officers perceive the type of in-service police training received?

H4: There is a positive association between the type of in-service police training received and arrests made.

The relationship between police training and arrests made has been extensively measured and litigated. Lack of police training continues to be a point of contention for criminal justice reform advocates with officers themselves calling for additional training to improve job performance (Martinez-Prather et al., 2016). Implications of poor in-service training can lead to poor police practices (Javaid, 2020). This study ascertains to measure the effect of post-2020 gubernatorial police reform training on arrests.

H5: There is a positive association between the type of in-service police training received and reported crimes.

The relationship between police training and reported crimes has also been extensively measured and litigated. The consequences of poor training will affect how adequately police respond to situations. This study endeavors to measure the effect of post-2020 bail reform police training on reported crimes.

In this regard, this study attempts to highlight the importance of police agencies maintaining constructive relationships with the communities they serve, while carrying out their law enforcement mission, as civilian complaint data can oblige police to perform in a way the community accepts as legitimate through procedural requirements or administrative policies (Kim, 2022). Civilian complaints and feedback from the community will provide invaluable information regarding law enforcement practices that

police agencies might have never considered problematic to improve their police organizational performance (Kim, 2022).

**Table 1: Linking Hypotheses to Research Questions to Analysis**

<b>Hypothesis</b>	<b>Research Question</b>	<b>Measure</b>	<b>Method of Analysis</b>
H <sub>1</sub> : There is a negative correlation between newly hired police officers and civilian complaints received.	R <sub>1</sub> : How do newly hired police officers affect the number of civilian complaints received?	NCPD Complaint Reporting and Findings (2016-2019)	Multivariate Analysis, Dependence Model, Multiple Linear Regression, Pearson Correlation Coefficient ( <i>r</i> )
H <sub>2</sub> : There is a positive correlation between the gender of complainants and civilian complaints received.	R <sub>1</sub> : How do newly hired police officers affect the number of civilian complaints received?	NCPD Complaint Reporting and Findings (2016-2019)	Multivariate Analysis, Multiple Linear Regression, Dependence Model, Pearson Correlation Coefficient ( <i>r</i> )
H <sub>3</sub> : There is a positive correlation between the race of complainants and civilian complaints received.	R <sub>1</sub> : How do newly hired police officers affect the number of civilian complaints received?	NCPD Complaint Reporting and Findings (2016-2019)	Multivariate Analysis, Dependence Model, Multiple Linear Regression, Pearson Correlation Coefficient ( <i>r</i> )
H <sub>4</sub> : There is a positive association between the type of in-service police training received and arrests made.	R <sub>2</sub> : How do police officers perceive the type of in-service police training received?	NYS DCJS Adult Arrest Demographics by County and Region (2019, 2021)	Analysis of Variance, <i>F</i> Test, Paired Samples <i>t</i> -Test (Dependent Samples <i>t</i> -Test)

H <sub>5</sub> : There is a positive association between the type of in-service police training received and reported crimes.	R <sub>2</sub> : How do police officers perceive the type of in-service police training received?	NYS DCJS County Crime Rates (2019, 2021)	Analysis of Variance, <i>F</i> Test, Paired Samples <i>t</i> -Test (Dependent Samples <i>t</i> -Test)
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## Quantitative Method

### Data:

On June 12, 2020, then-Governor Andrew M. Cuomo signed Executive Order Number 203, created in response to "...the police-involved death of George Floyd in Minnesota, protests have taken place daily throughout the nation and in communities across NYS in response to police-involved deaths and racially-biased law enforcement to demand change, action, and accountability." The purpose of EO203 was to create changes in local law enforcement policies and strategies to mitigate police-involved deaths and racially biased law enforcement (Cummings, 2020). The order directed every police agency statewide to submit a report with recommended reforms designed to modernize and strengthen its policies and procedures with an emphasis on addressing racial disparities in policing (Nassau County, 2020). An agreed-upon reform plan was required to be adopted into law by the local legislative body no later than April 1, 2021 (NY Exec. Order 203, 2020).

On February 16, 2021, then-Nassau County Executive Laura Curran filed an updated draft of the Nassau County Police Reform and Reinvention Plan to the Nassau County Legislature, with the plan needing approval from NYS by April 1, 2021 (Nassau County, 2021). Part of that plan included an update to the NCPD procedure of civilian complaint investigations. To comply with the Executive Order, the NCPD published its

Complaint Reporting and Findings. That publishing provided data that was then coded for analysis.

The NYS Division of Criminal Justice Services (NYS DCJS) releases various year-end total statistics on its website. Statistics from the Adult Arrest Demographics by County and Region provided the data to compare arrests made within Nassau County during the study period. Statistics from the County Crime Rates provided the data to measure reported crimes within Nassau County during the study period.

The FBI UCR releases data quarterly via its Crime Data Explorer, an online data tool that is voluntarily submitted to using the FBI's internal Summary Reporting System (SRS) (FBI, 2018). Statistics from the Arrest by Offense and Nassau County Arrests provided the data to compare arrests made within Nassau County during the study period. Statistics from the Summary Crime Reported data provided comparing reported crimes within Nassau County during the study period.

These websites are the data sources used to measure the pre-and post-test of the 2020 death of George Floyd and the resulting gubernatorial Executive Order 203: NYS Police Reform and Reinvention Collaborative. The pretest and posttest are accurate measures of police training during both eras, offering a valid representation of the policy changes in policing following the two historical events.

**Variables:**

The data for the total civilian complaints received from 2016-2023 found within Nassau County's Police Reform and Reinvention Plan report is the basis of this study and its dependent variable. The dependent variable of this study is the organizational performance indicator of civilian complaints. As a part of the summary data of the

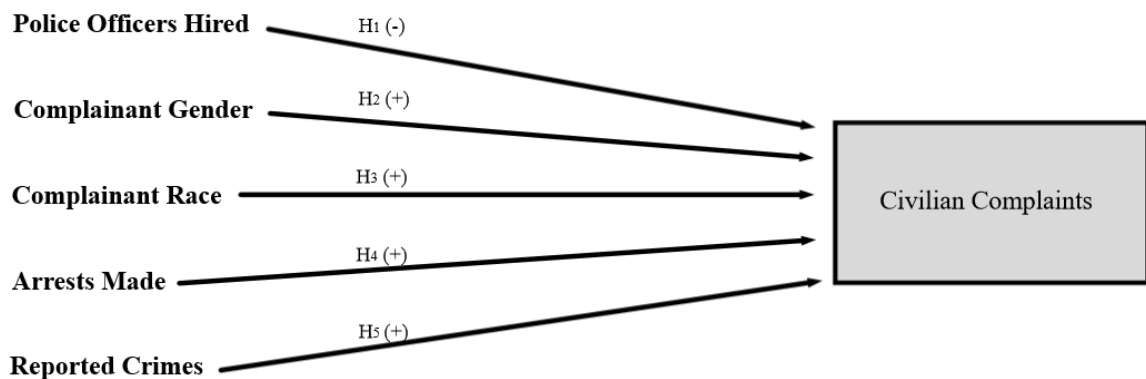
complaints received, the isolated types were gender and race. These two important control variables are conceptually believed to have an impact on the dependent variable.

The independent variable of the total number of annual police officer hires during the study period was compiled through internal Department Appointment Orders. The number of police hires per year is the treatment variable of the current correlational study analysis.

The independent variables of complainant genders and complainant races during the study period were compiled through Nassau County's updated and submitted Police Reform and Reinvention Plan to the Nassau County Legislature. The Plan included Complaint Reporting and Findings which disclosed the published demographic statistics that were then coded for analysis.

The independent variables of arrests made and reported crimes are derived from NYS DCJS' statistics on Adult Arrest Demographics by County and Region, County Crime Rates, and FBI UCR's statistics on Arrest by Offense and Nassau County Arrests during the study period.

**Figure 1: Hypothesized Factors Leading to Civilian Complaints**



**Table 2: Key Study Variables - Operational Definitions**

<b>Study Variables</b>	<b>Operationalized:</b>
Police Officer Hires	NCPD recruits hired during the study period to begin their 7-month training at the Police Academy and Field Training
Complainant Gender	The gender of the civilian complainant filing a complaint against the NCPD
Complainant Race	The race of the civilian complainant filing a complaint against the NCPD
Arrests Made	Arrests made during the study period in Nassau County for: <ul style="list-style-type: none"><li>• Felony Drugs</li><li>• Violent Felony Offenses</li><li>• Felony Driving While Intoxicated</li><li>• Other Felonies</li><li>• Misdemeanor Drugs</li><li>• Misdemeanor Driving While Intoxicated</li><li>• Misdemeanor Property</li><li>• Other Misdemeanors</li></ul>
Reported Crimes	Reported Crimes in Nassau County during the study period: <ul style="list-style-type: none"><li>• UCR Program Data (Murder, Rape, Robbery, Assault, Burglary, Arson, Larceny, Motor Vehicle Theft)</li><li>• Violent Crime</li><li>• Property Crime</li><li>• Violent Crime with Firearm</li></ul>

Table 2 and Figure 1 outline this study’s independent variables, dependent variables, and the direction of the proposed relationships.

**Sample:**

All law enforcement agencies are not equal and vary in both territorial and subject jurisdiction, resulting in the number and types of interactions that police officers have with their communities (Holliday & Wagstaff, 2020). The population of individuals submitting complaints during the time periods of 2016-2020 (Appendix C) and 2021-2023 (Appendices I-K) vary as much in their demographics as they do in complaint filing consistency. The inconsistency was identified in its study period reporting with 507 in 2016 (Appendix C), 434 in 2017, 438 in 2018, 456 in 2019, 291 in 2020 partially reporting, 491 in 2021 (Appendix I), 419 in 2022 (Appendix J), and 198 in 2023 partially reporting (Appendix K).

A sample is a smaller, representative collection of a population's units used to determine that population's truths (Field, 2013). In other words, a selected subset of elements (Babbie, 2020) from a larger population (Bachman & Schutt, 2020). The total number of reported civilian complaints provide the sample size data for study measurement.

**Analytical Strategy:**

IBM SPSS Advanced Statistics software was used to analyze R<sub>1</sub> data. The statistical test of multivariate analysis was chosen for its ability to analyze the simultaneous relationships among several variables (Babbie, 2020). The benefits of a multivariate analysis include the removal of any effects that might be due to factors other than the concept, the ability to describe the joint effect of a set of independent variables, the examination of the discrete effects of each variable, and identify the relative



importance of each set of independent variables, and can test causal models and the impact of a single variable (de Vaus, 2001).

The analysis was conducted in three stages using Pearson's Correlation within a .05 or 5% level of significance. The first stage measured the variable correlation to establish whether the predictor and dependent variables were associated with one another in the manner hypothesized (Holliday & Wagstaff, 2020). The second correlation analysis tested whether gender presented a relationship with civilian complaints. The final correlation tested the relationship between race and civilian complaints. Simple linear regression is a possible alternative statistical test. However, a strong correlation should be present if the hypothesis holds. Therefore, analyzing these relationships using Pearson's Correlation is the most appropriate technique for these variables (Garson, 2013).

The second statistical test of Analysis of Variance (ANOVA) measured the perceived changes in training due to the 2020 death of George Floyd while in police custody and the resulting police reforms mandated and audited through the Governor's Office. The ANOVA is an appropriate analysis as it tests whether there are significant differences in the mean scores on the dependent variable across multiple groups using the test statistic *F*-test within a .05 or 5% level of significance (Xu, 2021). Traditionally used to test research hypotheses and limited in only being able to detect significant differences among cell means (Buckless & Ravenscroft, 1990), the ANOVA best explains more of the variance (Lamb, 2003).

Historically, Floyd's death in 2020 was a mercurial moment in police training, marking an enduring legacy of changing procedures and protocols. By comparing NYS

DCJS released year-end total statistical data to the self-described reliable FBI UCR, data from voluntarily participating city, university and college, county, state, tribal, and federal law enforcement agencies (Federal Bureau of Investigation, 2018), inferred conclusions can be made using Independent Sample *t*-Tests. Analyzed descriptive statistics of gender, race, and age during the study period of 2016-2021 and paired samples statistics isolating years 2019 and 2021, will measure police training effectiveness of pre- and post-Executive Order 203 offering a valid representation of the policy changes in police training.

**Validity:**

There are several identified external and internal threats to research that require mitigation to ensure the validity of testing methods. Internally, they include history, maturation, testing, instrumentation, statistical regression, selection bias, experimental mortality, and selection-maturation; Externally they are testing effects, selection bias, reactivity, and multiple-treatment (Hagan, 2014).

Internal validity can be defined as the extent to which observed results represent truth in the population studied and are not due to methodological errors (Patino & Ferreira, 2018). Internal validity refers to the possibility of inferring causation in a single experiment (Shadish et al., 2002). Internal validity is essential when evaluating the possibility of data not supporting conceptualizations (Shadish et al., 2002). In this proposed study, if internal validity can be supported, then it can be concluded that hiring additional police officers decreases civilian complaints as police are engaging in active police work, fulfilling their policing activities while servicing their respective communities. An argument can be made that there is no potential threat to internal

validity as the collected data sets are from a local police agency and its state overseer and are considered to be statistically reliable. A threat to internal validity can arise when data is collected from a random sample through questionnaires, where responses and opinions cannot be controlled, but for this study survey is unnecessary and the crimes reported from within the jurisdiction are the same.

The internal threats applicable to this study include history, statistical regression, and selection bias. The internal factor of history refers to other simultaneous events that may produce results (Hagan, 2014). To measure whether hiring police officers affects civilian complaints, the 2020 death of George Floyd must be accounted for and mitigated. Data-wise, this study requires a pre- and post-test with Floyd's death acting as the historical factor. Crime data from 2019 and 2021 will be collected for analysis for an accurate measure of crime rate. Additional pre-post time sets could be added in later research to test the generalizability of the findings over time. The threat of history is normally mitigated by ensuring both the experimental and control groups experience the same external event (Hagan, 2014). However, it is because of that historical event, Floyd's death, that this study measures data before and after that 2020 event.

Secondly, Statistical Regression is a group's tendency to move toward average ratings as opposed to the rating that originally chose the group (Hagan, 2014). Police executives nationwide scrambled to maintain order and bridge the gap in their communities following Floyd's death (Casiano, 2020). To mitigate the internal factor of statistical regression, 2021 data collected may need to be scrutinized before analysis to ensure police agencies did not misclassify crimes to demonstrate they were effective in their ability to quell civil unrest. Statistical regression is mitigated through random

allocation of extreme scores in both the experimental and control groups (Hagan, 2014). This study endeavors to cross reference 2021 county crime rates reported by NYS DCJS with NCPD internal case reports to account for outliers and skewed data.

Finally, the internal factor of Selection Bias occurs when nonequivalent groups are chosen for comparison (Hagan, 2014). To mitigate selection bias, politics must be accounted for. Not all states reported similar levels of civil unrest following Floyd's death. Therefore, based on the voluntarily participating reporting agencies in 2021, not all police departments shared the same level of criminal activity possibly skewing the data. An option to mitigate such a significant difference is to limit the study to one region or compare cities that share similarities in population size, diversity, and police department size. Selection bias can be mitigated through random sampling and matched pairs (Hagan, 2014). This case study of one specific county police agency will avoid selection bias by forgoing any comparative analysis to its neighboring NYPD counterpart on its westerly border. The lack of generalizability of the NYPD is due to its departmental personnel size, compartmentalized nature of its division of work, multilayered hierarchical structure, use of both civil service exam-based and discretionary promotions, and the disconnected anti-corruption efforts create a system unlikely to be replicated elsewhere, and with good reason (Horohoe, 2022).

## **Qualitative Method**

### **Survey:**

The population of individuals submitting complaints during the time periods of 2016-2020 (Appendix C) and 2021-2023 (Appendices I-K) were wide-ranging. A definitive explanation as to why the number of complaints was not declining following

the pre-police reform in-service training did not emerge. This spurred additional questions and prompted further investigating into the slope of the complaints. Previous quantitative results showed a statistically insignificant relationship between submitted civilian complaints and newly hired police recruits with no noticeable difference. Complaints filed during the study period were inconsistent and reported as: 507 (2016), 434 (2017), 438 (2018), 456 (2019), 291 (2020/partial reporting), 491 (2021), 419 (2022), and 198 (2023/partial reporting).

Therefore, it was decided to sample a larger pool and survey the NCPD on its perception of the NYS-mandated training, with respect to civilian complaints, administered beyond the initial study period. The NCPD was surveyed for a holistic examination using a mixed methods approach to better understand the statistical insignificance. To gain better insight into the perceptions of those attending the in-service training, NCPD members from all seniority levels were invited to participate in the survey.

The Nassau County Post-Police Reform Training Survey (Appendix L) instrument was designed to help explore further the quantitative method findings. As of July 2023, the NCPD strength was a total of 2,527 sworn members. The recommended sample size of 334 was based on Raosoft's sample size calculator, using a 5% margin of error, a 95% confidence level, and a 50% response distribution. Ultimately, the survey benefited from 431 total volunteer participants with a 100% response rate asking a mixed questionnaire of multiple-choice, yes/no, open-ended questions, and Likert Scale questions.

Of the available online survey platforms, SurveyMonkey was chosen for its robust post-collection analysis features. Through SurveyMonkey, a quick response (QR) code and link to the survey were created for easy distribution and were shared among co-workers, colleagues, and peers. The link was shared and endorsed within unofficial command, squad, and unit-specific group chat threads. The link was open for collection upon IRB approval on October 6, 2023, and closed on November 1, 2023.

Most notably, police fraternal organizations strongly supported survey participation among their respective members while police labor unions declined. Fraternal organizations shared the link to the survey through membership email campaigns and followed up with members-only group chat text messages. However, face-to-face requests and electronically disseminated solicitations via text message by the researcher proved most successful in obtaining willing participants. The researcher's solicitation success rate varied. However, face-to-face requests were rarely met with declination to participate. Additionally, when text messages went unanswered, a follow-up attempt was made the following week.

The instrument was designed to ensure anonymity for its participants. No identifying information was collected, including IP addresses. However, the pedigree information collected was limited to gender, race, and ethnicity with a dialog box to self-report. The categorical variable of *Years of Law Enforcement Experience* was separated into 5 groups: 0-3 years, 4-10, 11-20, 21+, and retired. These chosen groups represented longevity milestones within their respective collective bargaining units and helped distinguish the participant's perception and previous training. Distinguishing between

seniority levels was aimed to help offset potentially skewed sampling as the majority of the NCPD was hired after June 2017.

### **Data Analysis:**

IBM SPSS Advanced Statistics software was used to analyze R<sub>2</sub> data.

The analysis included inferential statistics, distribution tables, charts and figures, Chi-squares and crosstabulations, paired samples statistics and tests. According to Babbie (2020), inferential statistics are used to make inferences from sample observation findings from a larger population. The qualitative portion of this study relies on the Chi-square test of significance. The Chi-square is based on the null hypothesis, assuming no relations exists between variables in the larger population (Babbie, 2020).

### **SurveyMonkey:**

SurveyMonkey was the survey administrator entrusted to collect responses. The survey asked 21 varied questions via SurveyMonkey's online portal: five multiple-choice demographic questions, six yes/no employment and training-related questions, six Likert Scale opinion-asking questions, and four open-ended follow-up questions. Volunteer participants averaged five minutes and 27 seconds to complete online survey beginning on October 6, 2023.

Based on staffing levels of 2,527 sworn members, Raosoft's sample size calculator determined 334 participants were needed to reach study standard acceptable thresholds of a 5% margin of error, a 95% confidence level, and a 50% response distribution. Once 334 was quickly reached, it was decided to close the survey on the first of the following month for a total data collection duration of 26 days. Every participant completed the survey upon initiating it.

SurveyMonkey's paid premier membership offers comprehensive and robust data analysis options. Their Response Quality Insights qualitative analysis tool was used to scan all 431 individual responses and search for data trends, develop codes and discover themes. The analysis software included Word Clouds, a text analysis and advanced interpretation tool of the most frequently used words found in the open-ended responses. Word Clouds help filter the data of unrelated information to the study's purpose and comments not pertaining to the study's topic. The collected anonymous data for this study remains in SurveyMonkey's encrypted cloud, accessible only to the researcher.

### **Thematic Analysis:**

The purpose of qualitative studies is to analyze the data and find patterned meanings for further analysis (Colquhoun, Levac, O'Brien, Straus, Tricco, Perrier, Kastner & Moher, 2014). Thematic analysis is the process of identifying those patterns or themes within that qualitative data (Maguire & Delahunt, 2017). Making thematic analysis a very flexible method not tied to a particular theoretical perspective (Maguire & Delahunt, 2017). According to Maguire & Delahunt (2017), the goal of a thematic analysis is to identify themes or patterns within the data that are interesting or important to speak on an issue or address the research. This study interprets the thematic analysis, making sense of the respondents' feedback with context to the research topic and the quantitative results. This corresponds to the latent level of themes which looks beyond what has been said and identifies and examines the assumptions and underlying ideas (Maguire & Delahunt, 2017).

Maguire & Delahunt (2017) state coding allows for a meaningful and systematic way organize data, reducing bulks of data into smaller, manageable values. There are



different ways to code and the method is determined by perspective and concerned with addressing specific research questions (Maguire & Delahunt, 2017). Pre-set codes were not used, only interesting and relevant text regarding the research questions were coded. Codes were developed and modified throughout the coding process. Codes were examined for clarity and determined whether they fit into a theme.

Codes included law enforcement experience (0-3 years of experience, 4-10 years of experience, 11-20 years of experience, 21 years of experience, and retired), current employer, hire date, date of NCPD in-service training attendance, and if/when subjected to a civilian complaint. These codes were then grouped with the respondents' feedback of whether they became the subject of a civilian complaint since in-service, becoming more susceptible to a civilian complaint after May 25, 2020, if in-service was effective, relative, or timely, whether in-service would prevent a civilian complaint, if in-service training would improve community relations, and whether in-service can be improved upon.

SurveyMonkey's Word Clouds easily identified the most frequently used words within the open-ended questions discovering data trends and leading to themes. These themes continued to recur during the analysis of the data and identified eight themes. Based on the respondents' direct feedback, the eight identified themes are negative perception, moral injury, political bias, training improvement, community affairs, media bias, fear of complaints, and consequences.

### **Ethical Awareness:**

This mixed methods study included an online survey instrument as a data collection method and did not target special populations or protected classes, so no

ethical concerns arose with respect to the population. Code of ethics guidelines have been developed to help mitigate ethical issues. One recognized standard that can be applied to qualitative methods outlined four guidelines including informed consent, participant privacy and confidentiality, opposition to deception, and data accuracy (Denzin & Lincoln, 2018).

This study was reviewed and approved by the St. John's University IRB. The IRB reviewed the study's proposed purpose, confidentiality and security assertions, participation risks and benefits, and the volunteer participant declaration. The participant was assured the information and data they provide is confidential and will result in no linkages. Due to the exploratory nature of the study, no connecting personal identifiers were present at any time. The collected anonymous data remains in SurveyMonkey's encrypted servers, accessible only to the researcher, available for follow-up research and studies. The risk of shared information online is mitigated by SurveyMonkey's secure system, and no identifying information was collected and instead replaced with a study ID.

Participation was entirely voluntary with the right of refusal or withdraw available at any time. Questions during participation were encouraged and no negative consequences for refusing to participate was assured. Minimal participation criteria required the participant to be either former or active law enforcement operating within Nassau County. Participation beyond that point was approved and implied consent.

## CHAPTER 4

### DATA ANALYSIS & RESULTS

This study asserts that the addition of newly hired police officers and their mandated in-service training may lead to fewer complaints from the communities they serve by answering the following research questions: (R<sub>1</sub>) How do newly hired police officers affect the number of civilian complaints received? And, (R<sub>2</sub>) How do police officers perceive the type of in-service police training received? To answer, this study assesses new police hires within Nassau County who complete its NYS-mandated Basic Course for Police Officers. Secondly, it assesses the impact of the 2021 NYS Executive Order 203 for police training reform, its application, and its relationship with effect on civilian complaints.

In 1959, NYS became the first to establish an 80-hour basic training program for newly appointed police officers through its creation of the Municipal Police Training Council (MPTC) (Division of Criminal Justice Services, n.d.). According to the General Municipal Law, Section 209-q, permanent appointment as a police officer in NYS requires the MPTC-approved Basic Course for Police Officers, which previously consisted of 639 minimum hours in specified areas (Division of Criminal Justice Services, n.d.). Those areas include Ethics & Professionalism, Cultural Diversity, Bias-Related Incidents, Professional Communication, Persons with Disabilities, Crisis Intervention, Use of Physical Force & Deadly Force, Active Shooter Response, Decision Making (Division of Criminal Justice Services, n.d.), and most recently added Community Engagement and Evidence-Based Policing Strategies (NY Exec. Order No. 203, 2020).

The NCPD Academy utilizes the MPTC curriculum which currently requires 699 training hours and supplements it with an additional 400 of training (Nassau County, 2021). As of 2021, NCPD sworn members have attended a 10-hour in-service training on topics including de-escalation, ethical and moral courage, fundamental crisis intervention, leadership, legal updates, procedural justice, unconscious bias, and use of force (Nassau County, 2022).

The death of George Floyd drove global calls for changes in police protocols. New York responded with Gubernatorial Executive Order No. 203 (2020), the NYS Police Reform and Reinvention Collaborative, in an attempt to promote and foster police agency trust, fairness, and legitimacy. Executive Order No. 203 (EO203) mandated police agency executives develop a plan for immediate implementation to address systemic racial bias or racial justice in policing through implicit bias awareness and de-escalation training (NY Exec. Order No. 203, 2020).

The analysis and reporting of this mixed methods study is divided into two sections. The first is NCPD Complaint Reporting and Findings and the latter is the Nassau County Post-Police Reform Training Survey. The first section, NCPD Complaint Reporting and Findings, represents the quantitative portion of the study. This study analyzed NCPD data that was self-reported to comply with EO203. Research study reporting is to follow below. NCPD self-published data charts are enclosed as appendices.

The second section of this mixed methods study, the Nassau County Post-Police Reform Training Survey, represents the qualitative portion of the study. This study analyzed survey participants' responses to a mixed questionnaire of multiple-choice,

yes/no, open-ended questions, and Likert Scale questions. The 100% response rate of the sampled 431 surveyed was analyzed and reported. Results follow NCPD Complaint Reporting and Findings analysis and reporting. The survey instrument is enclosed as an appendix.

## **NCPD Complaint Reporting and Findings**

### **Data Collection:**

To answer the first research question, test its three hypotheses, and measure the relationships between the two continuous variables, multiple methods of analysis were applied to the total number of annual NCPD police officer hires during the 2016-2019 study period. The data was collected through internal Department Appointment Orders and open-source NCPD self-published data compiled in compliance with Executive Order (EO) 203. That data includes 2016-2019 NCPD Complaints Reported & Founded by Type (Appendix B), NCPD Complaints by Race & Gender (Appendix C), and 2016-2023 NCPD Complaint Reporting & Findings (Appendix D-L).

The second question and its two hypotheses are answered using two methods. The first analyzes descriptive statistics measuring continuous and nominal variables to test the difference between NYS DCJS and FBI UCR data during the 2016-2021 study period. The second method tests the proportions and independence relationships between nominal variable data collected from the Nassau County law enforcement officers survey, collected from October 6, 2023, through November 1, 2023.

NYS DCJS data was retrieved from its internal website where various year-end total statistics are released. FBI UCR data was also retrieved from its internal website which acts as a clearing house for the more than 18,000 city, university and college,

county, state, tribal, and federal law enforcement agencies that voluntarily submit their crime data (FBI, 2018).

The Nassau County Post-Police Reform Training Survey (Appendix L) requested law enforcement professionals operating within the confines of Nassau County, NY to answer 21 varied questions via an online portal. Volunteer participants averaged five minutes and 27 seconds to complete five multiple-choice demographic questions, six yes/no employment and training-related questions, six Likert Scale opinion-asking questions, and four open-ended follow-up questions.

### **Variables and Methods:**

The independent variable of this study is the number of new police officer hires and the dependent variable is the number of civilian complaints. The total number of civilian complaints has been isolated into different types. To examine the relationship between the number of newly hired police officers and civilian complaints received a Pearson's Correlation ( $r$ ) analysis is used. Pearson's Correlation is a bivariate analysis in which the direction and magnitude of a relationship between two variables are measured, and it is also used to explain the level of strength between two variables when associated with one another (Samuels, 2014).

An Independent Sample  $t$ -Test ( $t$ ) is used to examine whether a relationship between complainants' gender and civilian complaints received exists. The Independent Sample  $t$ -Test compares the population of two groups whose means are independent from one another and tests whether a statistically significant difference in the mean value of two distinct groups exists (Pallant, 2020). More specifically, the  $t$ -Test analyzes the

probability that the two groups of data statistically come from the same population, stating that the two groups of populations are independent from one another (Kim, 2019).

A One-Way Analysis of Variance (ANOVA) is used to determine whether any differences in the complaints received were based on gender. Like the *t*-Test, the ANOVA is a statistical test that compares the means of two or more groups for one dependent variable with the difference being the number of groups (Ross & Wilson, 2017). The ANOVA can be referred to as one-way as it tests the impact of only one independent variable on the dependent variable, allowing the user to understand whether the groups statistically differ or not (Pallant, 2020).

A One-Way Multivariate Analysis of Variance (MANOVA) is used to test the impact of gender, race, and age against the reporting type on the total number of arrests made within Nassau County. The MANOVA is used to determine whether there are any differences between independent groups on more than one continuous dependent variable, differing from ANOVA, which only measures one dependent variable (Pallant, 2020).

Additionally, a Paired Samples *t*-Test (*t*) is used to determine whether there is a difference between the type of training and reported crimes within the two dataset sources, NYS DCJS and FBI UCR. These two datasets differ in how their respective data are compiled. NYS DCJS is limited to intrastate law enforcement agencies whereas FBI UCR compiles its data from multiple law enforcement agencies and non-governmental organizations operating within a geographical region, ensuring outputted data will vary. The Paired *t*-Test is a method used to test whether the mean difference between pairs, of

2019 and 2021, of measurements is zero or affected by the events of 2020 (JMP Statistical Discovery, 2023).

Finally, multiple Chi-square Tests ( $\chi^2$ ) were used to determine whether a relationship can be found within the surveyed population, between a police officer's years of experience and their vulnerability to a civilian complaint, the effectiveness of in-service training, the relative and timeliness of that training, the training's ability to mitigate civilian complaints, their ability to improve community relations, and how the in-service training can be improved upon (Rumsey, 2021). The Chi-square Test primarily examines whether two variables are independent of each other by ruling out their independence (Department of Sociology, 2023). The Chi-square is often most useful in analyzing survey responses (Hayes, 2023) and can determine whether two categorical variables are related to each other (Xu, 2020) and, in fact, dependent (Department of Sociology, 2023).

**Hypothesis 1 (H<sub>1</sub>):**

**There is a negative correlation between the number of newly hired police officers and civilian complaints received.**

Pearson's Correlation ( $r$ ) is used to test H<sub>1</sub>. The resulting analysis indicates a weak negative, but statistically insignificant relationship between the number of police recruits hired and the total number of civilian complaints received ( $r=-.271$ ,  $p=0.729>0.05$ ). A negative correlative relationship between newly hired police officers and civilian complaints received was found and it concludes that if the number of recruits increases, the number of total complaints received will decrease. However, this relationship has shown to be statistically insignificant.



**Table 3: Correlation – Police Officers\*Civilian Complaints**

<b>Correlations</b>			
		Hired Recruits	Total Complaints
Hired Police Officers	Pearson's Correlation	1	-.271
	Sig. (2-tailed)		.729
	<i>N</i>	4	4
Total Civilian Complaints	Pearson Correlation	-.271	1
	Sig. (2-tailed)	.729	
	<i>N</i>	4	4

**Hypothesis 2 (H<sub>2</sub>):**

**There is a positive correlation between the gender of complainants and civilian complaints received.**

H<sub>2</sub> was tested using an Independent *t*-Test applied to analyze whether there is a relationship between civilian complainants' gender and the total civilian complaints received. The descriptive statistics table below illustrates the mean value for the total complaints of females ( $M=97$ ) is slightly higher than males ( $M=82.5$ ). This shows that female complainants file more civilian complaints than their male complainant counterparts.

**Table 4: Gender Group Statistics**

<b>Group Statistics</b>					
	Gender	<i>N</i>	Mean	Std. Deviation	Std. Error Mean
Civilian Complaints	Female	4	82.5000	12.01388	6.00694
	Male	4	97.0000	6.16441	3.08221

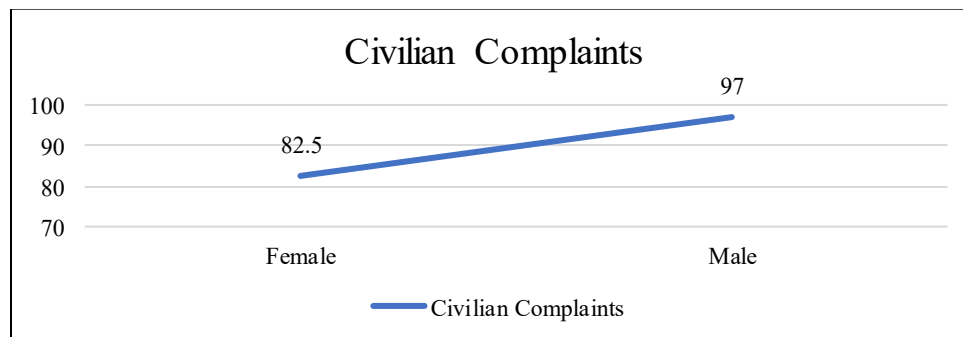
However, there is no statistically significant difference found between male complainants and female complainants when filing civilian complaints ( $p=0.075>0.05$ ). Male

complainants have been shown to file civilian complaints similarly to their female complainants. It can be concluded that a positive correlative relationship between the gender of complainants and civilian complaints received does not exist as a dependency of the number of civilian complaints on gender could not be found.

**Table 5: Independent Samples t-Test – Gender**

Independent Samples <i>t</i> -Test										
		Levene's Test for Equality of Variances		<i>t</i> -Test for Equality of Means						
		<i>F</i>	Sig.	<i>t</i>	<i>df</i>	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Civilian Complaints	Equal Variances Assumed	1.711	.239	-2.148	6	.075	-14.500	6.75154	-31.02043	2.02043
	Equal Variances Not Assumed			-2.148	4.477	.091	-14.500	6.75154	-32.48292	3.48292

**Figure 2: Civilian Complaints Gender**



**Hypothesis 3 (H<sub>3</sub>):**

**There is a positive correlation between the race of complainants and civilian complaints received.**

The One-Way ANOVA analysis was used to test H<sub>3</sub> and whether the number of civilian complaints depended on the complainants' race. The mean value of complaints was found to be highest for white complainants ( $M=103$ ) followed by black complainants ( $M=55.75$ ), Hispanic complainants ( $M=15$ ), and Asian complainants ( $M=5.75$ ).

**Table 6: Race Descriptives**

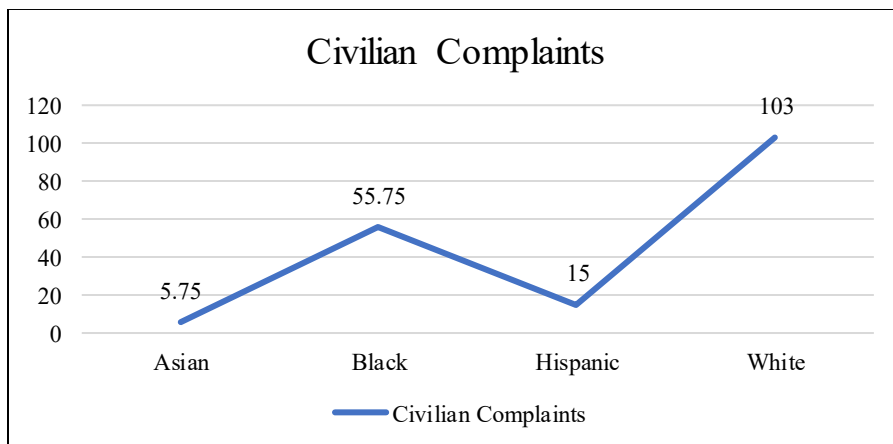
Descriptives								
Civilian Complaints								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Asian	4	5.7500	2.98608	1.49304	.9985	10.5015	3.00	10.00
Black	4	55.7500	7.27438	3.63719	44.1748	67.3252	49.00	63.00
Hispanic	4	15.0000	2.16025	1.08012	11.5626	18.4374	13.00	18.00
White	4	103.0000	12.51666	6.25833	83.0832	122.9168	85.00	114.00
Total	16	44.8750	40.29040	10.07260	23.4058	66.3442	3.00	114.00

The significant value of ANOVA is  $0.000 < 0.05$ , which indicates there are significant differences in the civilian complaints filed by different races. This concludes that the number of filed civilian complainants is positively related to the race of the complainants. The results further conclude that black complainants are likely to file more civilian complaints whereas Asian complainants are more likely to file the least number of civilian complaints.

**Table 7: ANOVA – Race**

ANOVA					
Civilian Complaints					
	Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Between Groups	23680.250	3	7893.417	141.480	.000
Within Groups	669.500	12	55.792		
Total	24349.750	15			

**Figure 3: Civilian Complaints Race**



**Hypothesis 4 (H<sub>4</sub>):**

**There is a positive association between the type of in-service police training received and arrests made.**

To test H<sub>4</sub>, the Independent Sample *t*-Test was again used to analyze the difference in the total number of arrests and the reporting source database. The descriptive statistics indicate that the mean value of the total number of arrests for FBI UCR ( $M=18066.83$ ) is greater than the total number of arrests reported by NYS DCJS ( $M=15095.17$ ). Simply, NYS DCJS reported less total number of arrests than FBI UCR, concluding FBI UCR

data was compiled using additional resources while showing the limitations of NYS DCJS data, skewing its totals.

**Table 8: Total Number of Arrests Group Statistics**

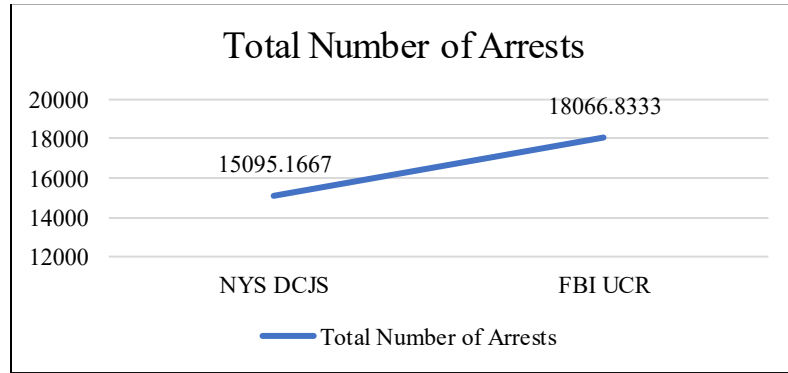
Group Statistics					
	Database	N	Mean	Std. Deviation	Std. Error Mean
Total Number of Arrests	NYS DCJS	6	15095.1667	3314.40441	1353.09993
	FBI UCR	6	18066.8333	10987.88543	4485.78544

However, the Independent Samples *t*-Test results show that there is no statistically significant difference between NYS DCJS’s total number of arrests and FBI UCR’s total number of arrests ( $p=0.540>0.05$ ). Therefore, a positive association between the type of in-service police training received surrounding police reform mandates and the total number of arrests made does not exist, concluding that the in-service training for police reform did not have an association with the total number of arrests made.

**Table 9: Independent Samples *t*-Test – Total Number of Arrests**

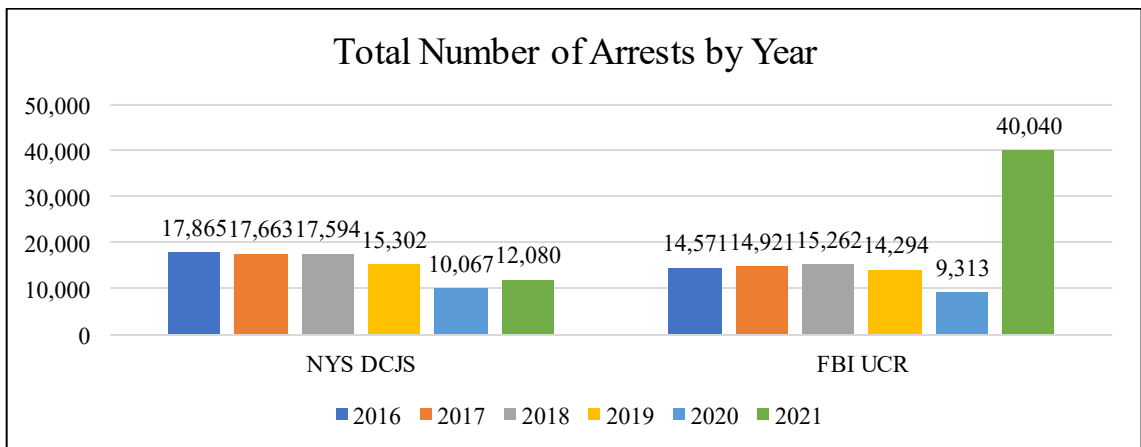
Independent Samples <i>t</i> -Test										
		Levene's Test for Equality of Variances		<i>t</i> -Test for Equality of Means						
		<i>F</i>	Sig.	<i>t</i>	<i>df</i>	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Total Number of Arrests	Equal Variances Assumed	2.203	.169	-.634	10	.540	2971.66667	4685.41892	13411.43060	7468.09727
	Equal Variances Not Assumed			-.634	5.902	.550	2971.66667	4685.41892	14482.58209	8539.24875

**Figure 4: Total Number of Arrests**



The following cluster bar chart is presented as a graphical illustration of the total number of arrests for each year during the study period and available data, 2016-2021:

**Figure 5: Total Number of Arrests by Year**



**Comparison by Gender:**

Additionally, the Univariate Analysis of Variance (MANOVA) was used to test the impact of gender and database, both individually as well as the cumulative effect of these variables on the total number of arrests made. The descriptive statistics table below shows the total number of male arrests ( $M_{DCJS}=11497 < M_{UCR}=13442$ ) and female arrests ( $M_{DCJS}=3597 < M_{UCR}=4624$ ). The results show that FBI UCR reports more total number of arrests for both males and females than NYS DCSJ. Again, concluding FBI UCR data was compiled using additional resources not available to NYS DCJS data.

**Table 10: Gender Descriptive Statistics**

Descriptive Statistics				
Dependent Variable: Total Number of Arrests				
Database	Gender	Mean	Std. Deviation	<i>N</i>
NYS DCJS	Male	11497.0000	2344.80558	6
	Female	3597.6667	973.22940	6
	Total	7547.3333	4466.28628	12
FBI UCR	Male	13442.3333	7950.10658	6
	Female	4624.5000	3039.22712	6
	Total	9033.4167	7357.54427	12

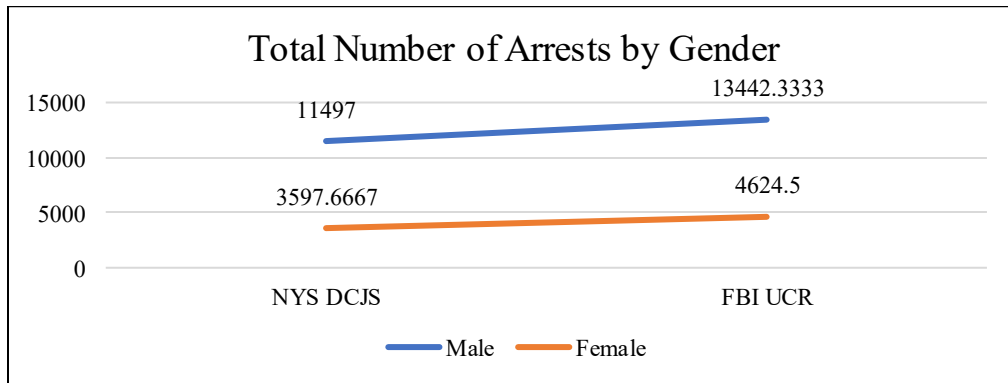
A Tests of Between-Subjects Effects measured if the independent variables “Database (NYS DCSJ/FBI UCR) and Gender” and their interaction with “Database\*Gender” have a statistically significant impact on the total number of arrests. From the significance column, the database variable ( $F(1,24)=0.672, p=0.422>0.05$ ) has no significant impact on the total number of arrests while gender ( $(F(1,24)=21.256, p=0.000<0.05)$ ) significantly impacts the total number of arrests. Looking at their interactive impact, we see that Database\*Gender has no statistically significant impact on the total number of arrests ( $F(1,24)=0.064, p=0.803>0.05$ ).

**Table 11: Tests of Between-Subjects Effects – Gender**

Tests of Between-Subjects Effects					
Dependent Variable: Total Number of Arrests					
Source	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Corrected Model	433711617.458 <sup>a</sup>	3	144570539.153	7.331	.002
Intercept	1649527623.375	1	1649527623.375	83.641	.000

Database	13250662.042	1	13250662.042	.672	.422
Gender	419195492.042	1	419195492.042	21.256	.000
Database*Gender	1265463.375	1	1265463.375	.064	.803
Error	394431924.167	20	19721596.208		
Total	2477671165.000	24			
Corrected Total	828143541.625	23			
a. $R^2 = .524$ (Adjusted $R^2 = .452$ )					

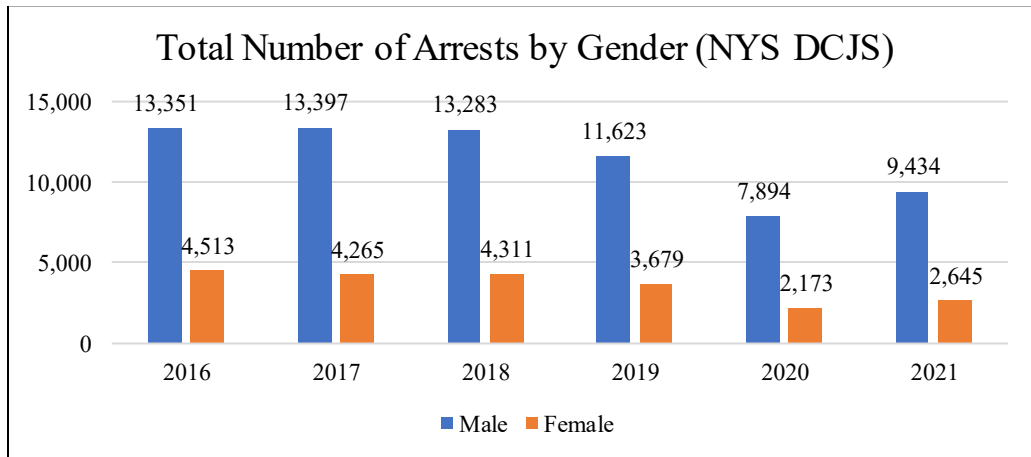
**Figure 6: Total Number of Arrests by Gender**



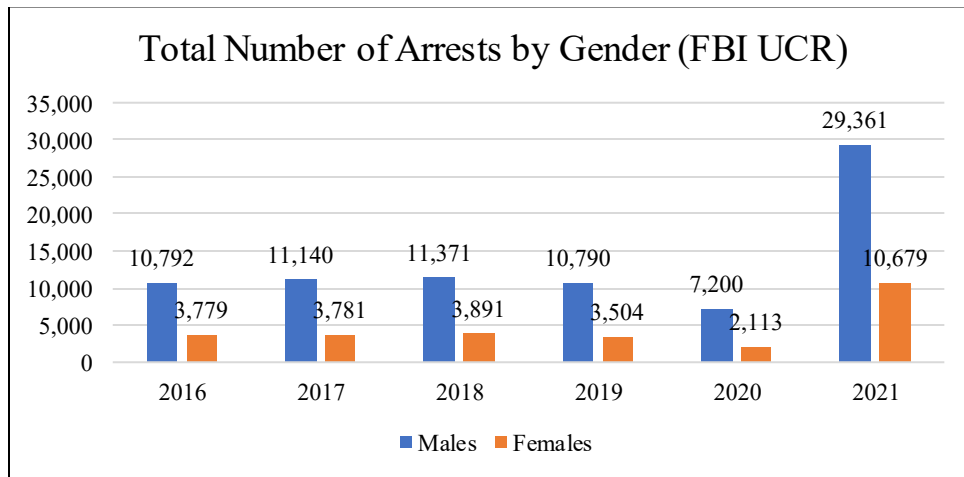
The following cluster bar charts are presented as a graphical illustration of the total number of arrests by gender for each year during the study period from available data originating with the two identified databases, 2016-2021:



**Figure 7: Total Number of Arrests by Gender – NYS DCJS**



**Figure 8: Total Number of Arrests by Gender – FBI UCR**



**Comparison by Race:**

The Univariate ANOVA was applied to test the impact of race and database, individually as well as the cumulative effect of both these variables on the total number of arrests made. The descriptive statistics table below illustrates the total number of arrests made on different races, including whites ( $M_{DCJS}=5310 < M_{UCR}=6792$ ), blacks ( $M_{DCJS}=5154 < M_{UCR}=4017$ ), Hispanics ( $M_{DCJS}=3291 > M_{UCR}=0$ ), Asians ( $M_{DCJS}=498 < M_{UCR}=487$ ), and others ( $M_{DCJS}=841 < M_{UCR}=105$ ). The results show that FBI

UCR reports more arrests for all races than NYS DCJS, concluding FBI UCR data was compiled using additional resources over NYS DCJS.

**Table 12: Race Descriptive Statistics**

Descriptive Statistics				
Dependent Variable: Total Number of Arrests				
Database	Race	Mean	Std. Deviation	N
NYS DCJS	White	5310.1667	1560.58597	6
	Black	5154.0000	1020.39737	6
	Hispanic	3291.0000	426.25251	6
	Asian	498.1667	67.00572	6
	Other	841.8333	333.65156	6
	Total	3019.0333	2233.97414	30
FBI UCR	White	6792.5000	3621.72256	6
	Black	4017.0000	2086.83435	6
	Hispanic	.0000	.00000	6
	Asian	487.6667	260.55761	6
	Other	105.3333	80.17647	6
	Total	2280.5000	3252.84756	30

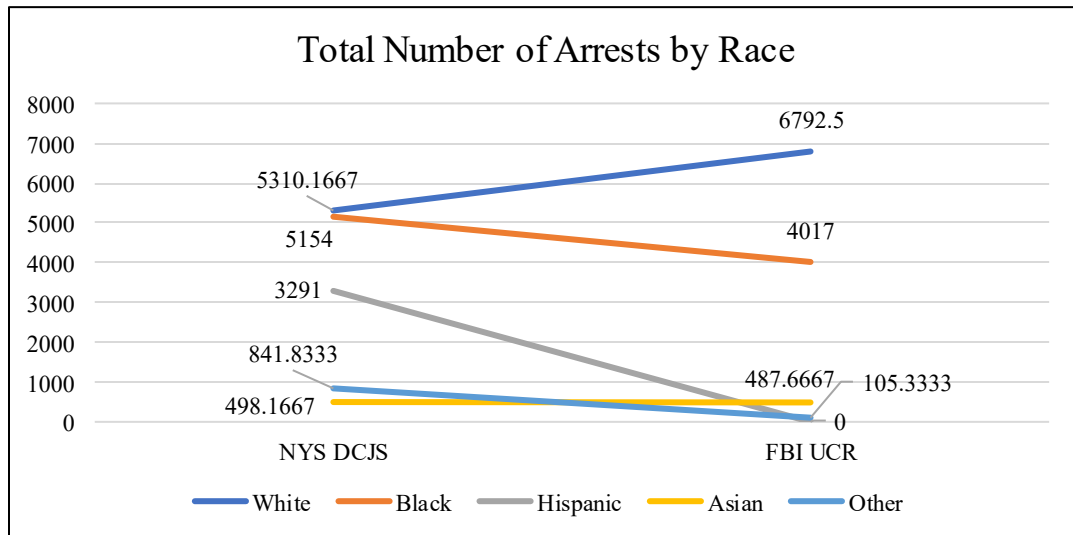
Through a Tests of Between-Subjects Effects, the independent variable Database has no significant impact on the total number of arrests ( $F(1,4)=3.837, p=0.056>0.05$ ), while race significantly affects the total number of arrests ( $F(1,4)=36.183, p=0.000<0.05$ ). The cumulative effect of both the independent variables Database\*Race is significant and collectively they impact the total number of arrests ( $F(1,4)=4.269, p=0.005<0.05$ ), concluding that race and the database are determining factors in the total number of arrests reported.

**Table 13: Tests of Between-Subject Effects – Race**

Tests of Between-Subjects Effects					
Dependent Variable: Total Number of Arrests					
Source	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Corrected Model	353158474.067 <sup>a</sup>	9	39239830.452	18.405	.000
Intercept	421275803.267	1	421275803.267	197.595	.000
Database	8181472.267	1	8181472.267	3.837	.056
Race	308568560.233	4	77142140.058	36.183	.000
Database*Race	36408441.567	4	9102110.392	4.269	.005
Error	106601070.667	50	2132021.413		
Total	881035348.000	60			
Corrected Total	459759544.733	59			

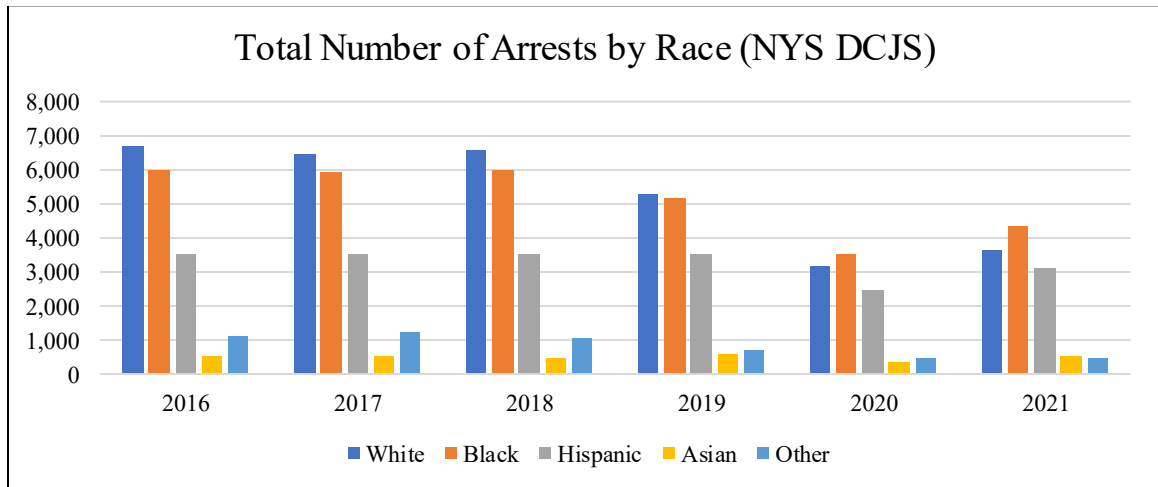
a.  $R^2 = .768$  (Adjusted  $R^2 = .726$ )

**Figure 9: Total Number of Arrests by Race**

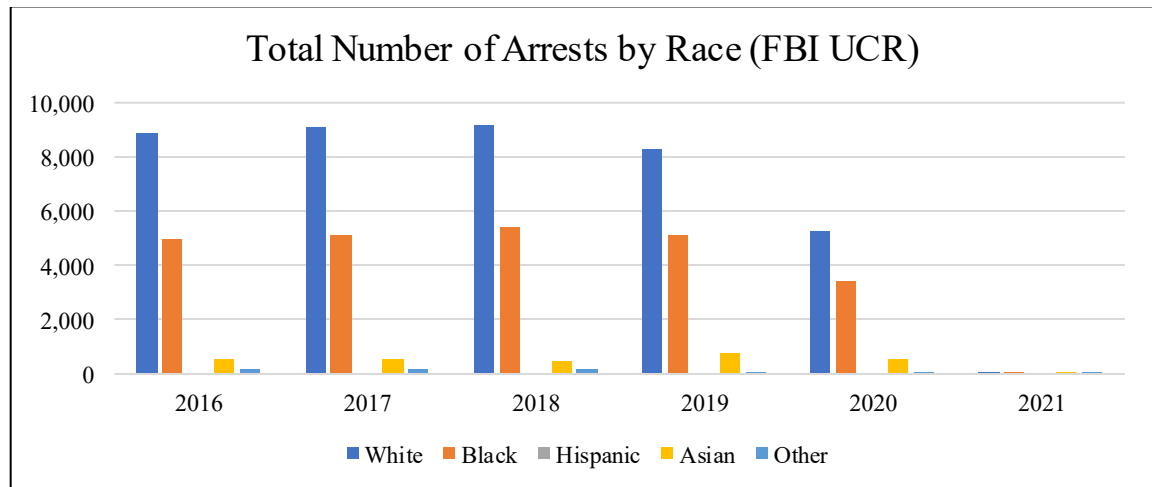


The following cluster bar charts are presented as a graphical illustration of the total number of arrests for each year during the study period from available data originating with the two identified databases, 2016-2021:

**Figure 10: Total Number of Arrests by Race – NYS DCJS**



**Figure 11: Total Number of Arrests by Race – FBI UCR**



**Comparison by Age:**

The resulting Univariate ANOVA shows the impact of variables Database and Age, collectively, and their impact on the total number of arrests. The descriptive statistics below show the total number of arrests for NYS DCJS and FBI UCR in age group 13-15 years ( $M_{DCJS}=4.83 < M_{UCR}=320.83$ ), 16-17 years ( $M_{DCJS}=379.66 < M_{UCR}=610.16$ ), 18-20 years ( $M_{DCJS}=1685.17 < M_{UCR}=1909.0$ ), 21-24 years ( $M_{DCJS}=2375.83 < M_{UCR}=2717.50$ ), 25-29 years ( $M_{DCJS}=2709.17 < M_{UCR}=3164.17$ ), 30-34 years ( $M_{DCJS}=2091.83 < M_{UCR}=2611.33$ ), 35-39 years ( $M_{DCJS}=1596.0 < M_{UCR}=1983.83$ ), 40-44

years ( $M_{DCJS}=1174.67 < M_{UCR}=1429.50$ ), 45-49 years ( $M_{DCJS}=972.33 < M_{UCR}=1048.33$ ) 50-54 years ( $M_{DCJS}=897.0 < M_{UCR}=953.50$ ) and 55 years+ ( $M_{DCJS}=1208.67 < M_{UCR}=926.80$ ).

**Table 14: Age Descriptive Statistics**

Descriptive Statistics				
Dependent Variable: Total Number of Arrests				
Database	Age	Mean	Std. Deviation	N
NYS DCJS	13-15	4.8333	6.14546	6
	16-17	379.6667	423.23358	6
	18-20	1685.1667	580.28318	6
	21-24	2375.8333	732.26045	6
	25-29	2709.1667	659.67065	6
	30-34	2091.8333	325.29397	6
	35-39	1596.0000	206.61752	6
	40-44	1174.6667	119.19508	6
	45-49	972.3333	199.49002	6
	50-54	897.0000	172.31831	6
	55 AND ABOVE	1208.6667	121.94698	6
FBI UCR	13-15	320.8333	177.79473	6
	16-17	610.1667	221.17632	6
	18-20	1909.0000	554.06426	6
	21-24	2717.5000	995.74851	6
	25-29	3164.1667	1822.22221	6
	30-34	2611.3333	2194.75754	6
	35-39	1983.8333	1792.63866	6
	40-44	1429.5000	1285.09373	6
	45-49	1048.3333	687.62044	6

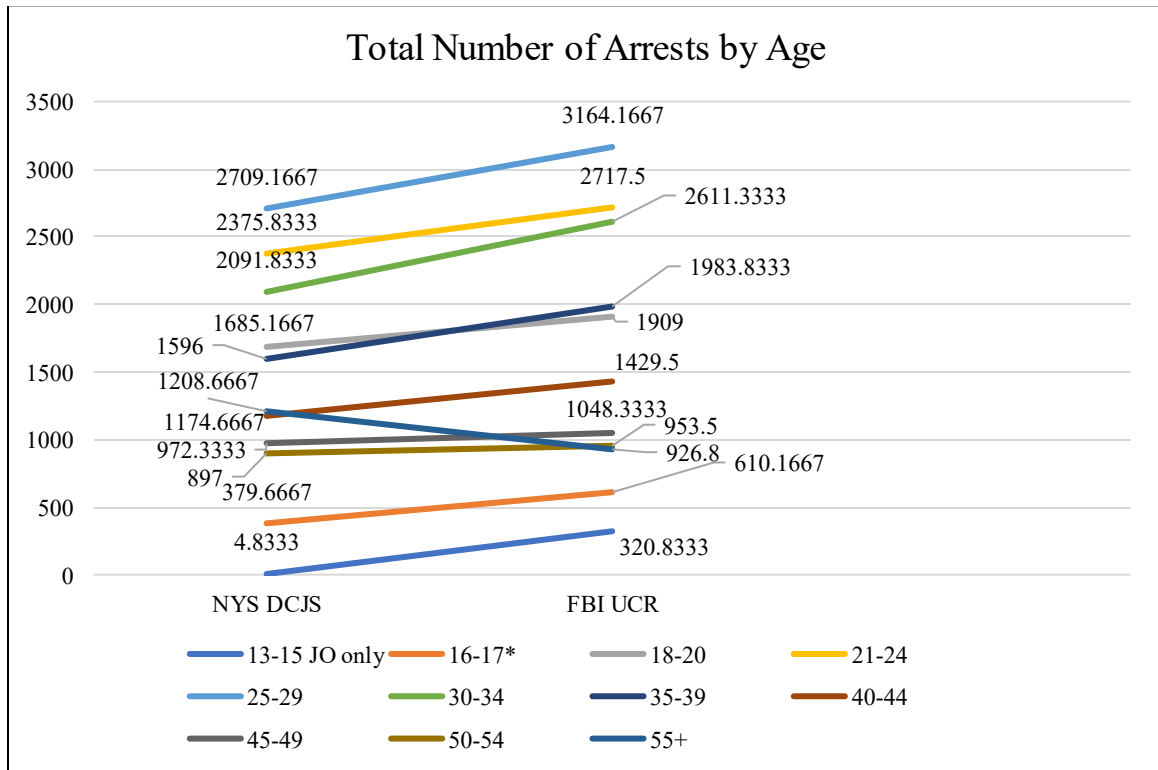
	50-54	953.5000	611.69690	6
	55 AND ABOVE	926.8000	107.20634	5

A Test of Between-Subjects Effect measures independent variables Database and Age, and whether their interaction Database\*Age has a statistically significant impact on the total number of arrests made. As seen in the significance column below, database ( $F(1,10)=2.310, p=0.131>0.05$ ) has no significant impact on the total number of arrests, while age ( $F(10,131)=11.767, p=0.000<0.05$ ) significantly impacts the total number of arrests, concluding that the age those persons arrested is more likely to determine whether an arrest is made than the reporting source database. Looking at their interactive impact, database\*age has no statistically significant impact on the total number of arrests ( $F(10,131)=0.182, p=0.997>0.05$ ).

**Table 15: Tests of Between-Subjects Effects – Age**

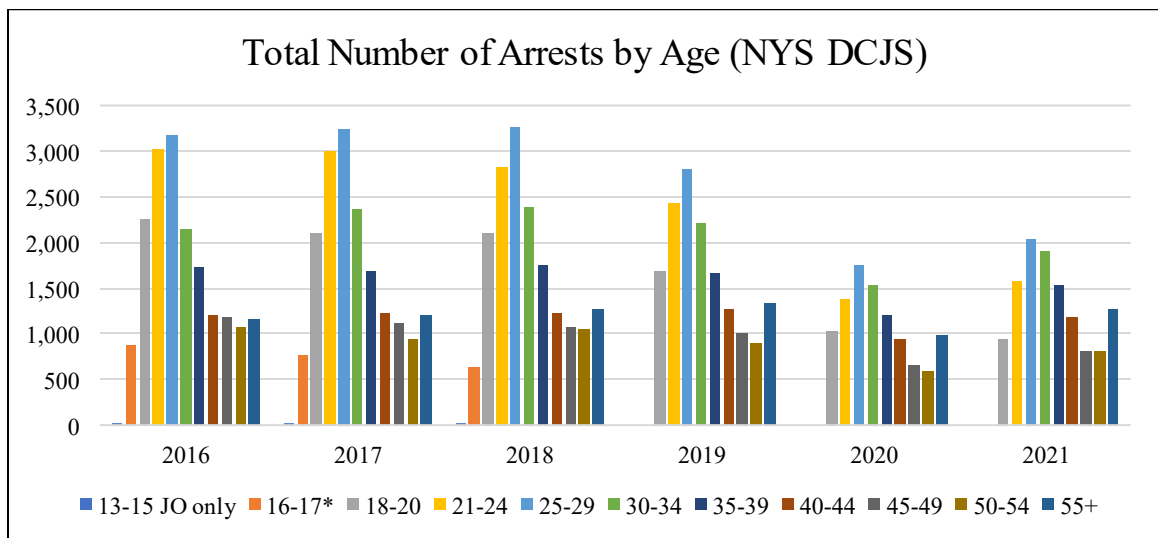
Tests of Between-Subjects Effects					
Dependent Variable: Total Number of Arrests					
Source	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Corrected Model	94784428.147 <sup>a</sup>	21	4513544.197	5.797	.000
Intercept	290238280.726	1	290238280.726	372.801	.000
Database	1798748.119	1	1798748.119	2.310	.131
Age	91606308.967	10	9160630.897	11.767	.000
Database*Age	1413069.669	10	141306.967	.182	.997
Error	84860172.800	109	778533.695		
Total	471981560.000	131			
Corrected Total	179644600.947	130			
a. $R^2 = .528$ (Adjusted $R^2 = .437$ )					

**Figure 12: Total Number of Arrests by Age**

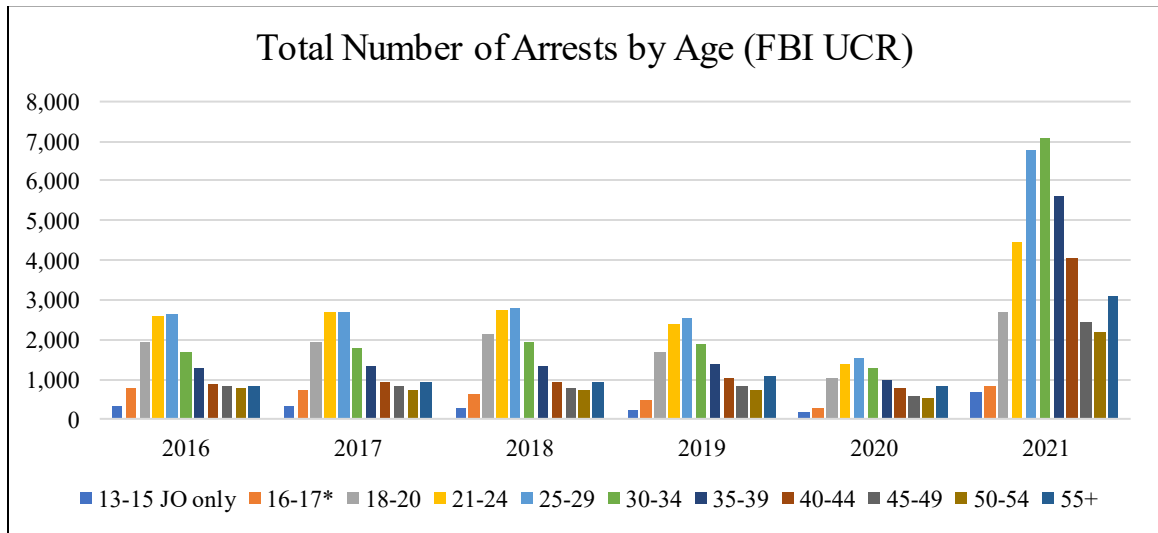


The following cluster bar charts are presented as a graphical illustration of the total number of arrests for each year during the study period from available data originating with the two identified databases, 2016-2021:

**Figure 13: Total Number of Arrests by Age – NYS DCJS**



**Figure 14: Total Number of Arrests by Age – FBI UCR**

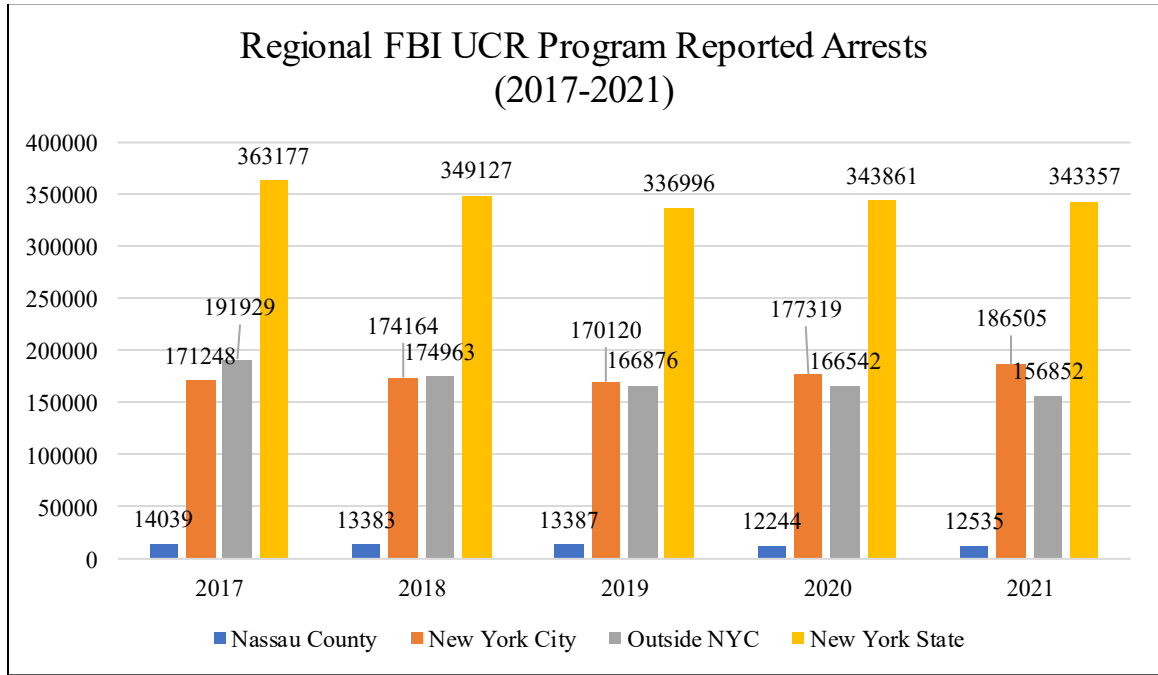


**Regional Data:**

A comparison of regionally reported arrests was made between Nassau County, within NYC, outside NYC, and NYS, to see the number of arrests made within the study timeframe of 2017-2021. Looking at the yearly FBI UCR totals, the maximum number of arrests were reported within NYS, as a whole, followed by outside of NYC, within NYC, then Nassau County, respectively:

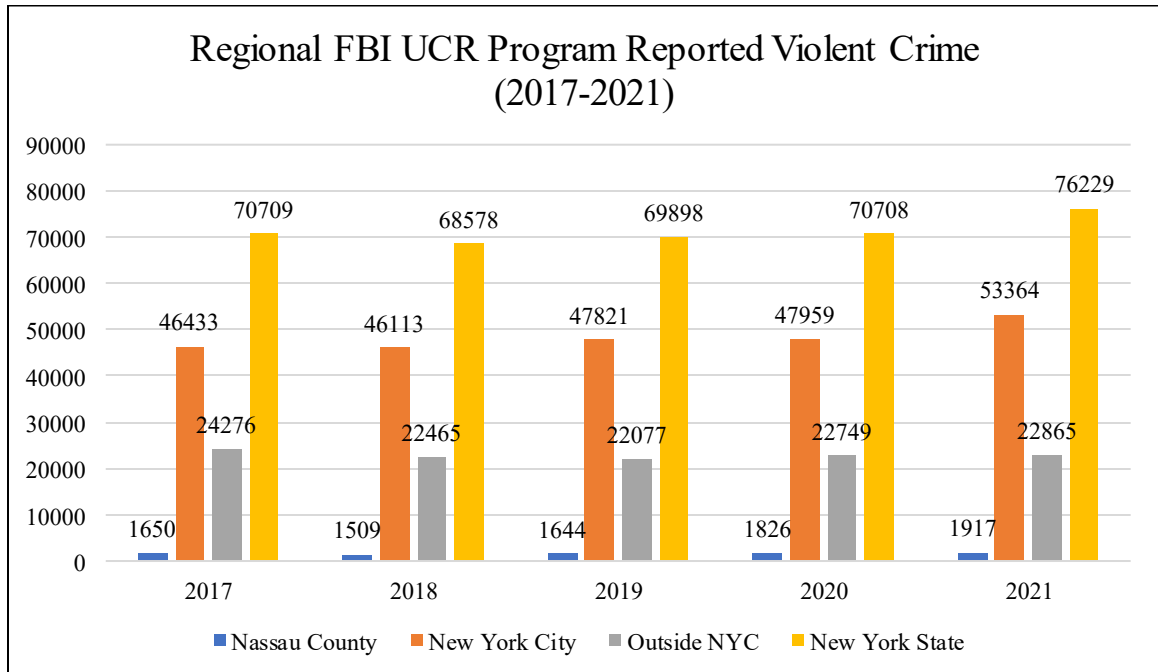


**Figure 15: Regional FBI UCR Program Reported Arrests**



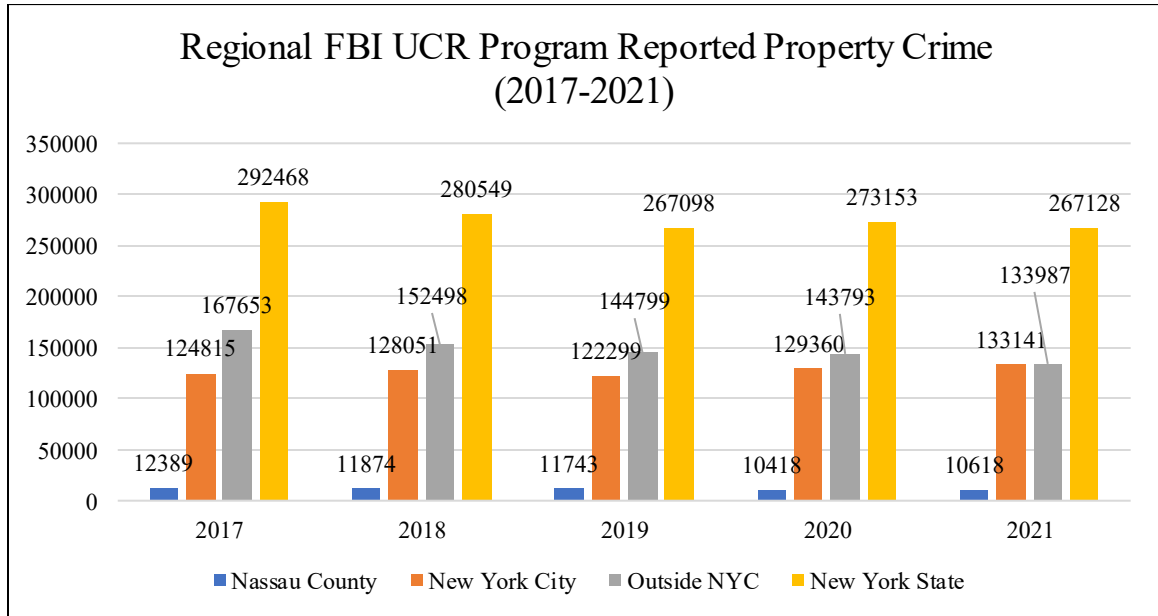
Concerning reported violent crime, the trend shows that most arrests were reportedly made within NYS, followed by NYC, and outside NYC with the least number of arrests reported occurring in Nassau County:

**Figure 16: Regional FBI UCR Program Reported Violent Crime**



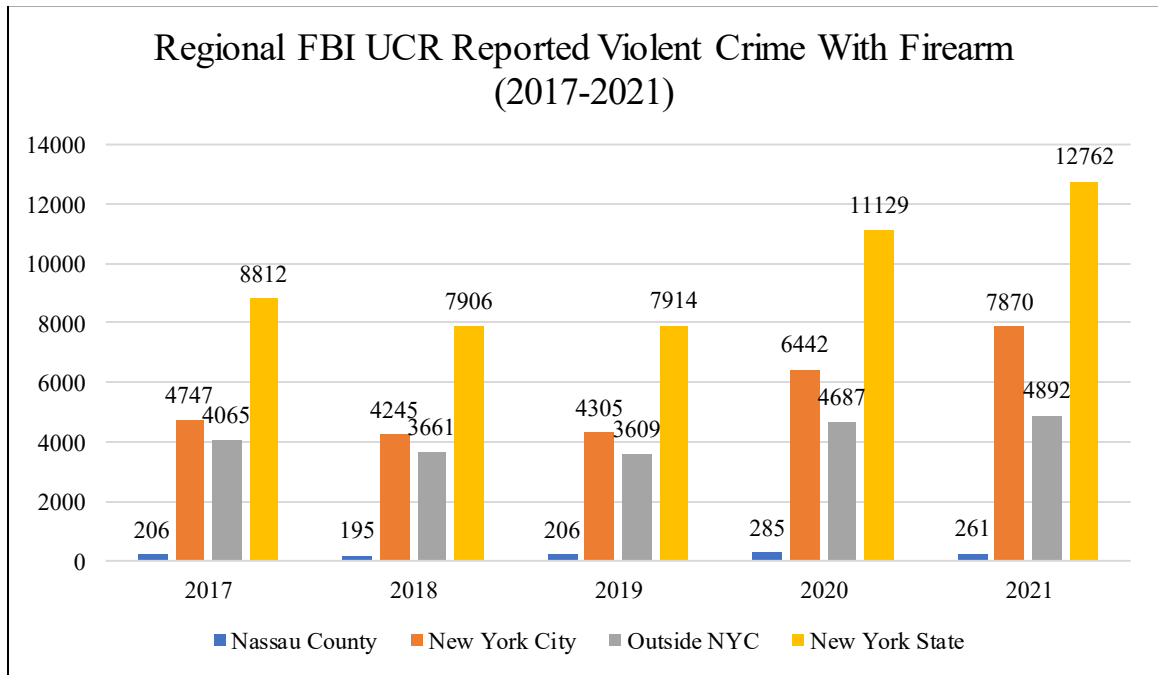
NYS reportedly saw the greatest number of arrests for property crimes, followed by outside NYC and NYC reporting nearly an equal number of arrests made. Nassau County reported the fewest total number of property crime arrests made:

**Figure 17: Regional FBI UCR Program Reported Property Crime**



In terms of the use of firearms while in the commission of a crime, NYS continued to report the highest totals in violent crimes, followed by NYC and outside of NYC. The fewest reported violent crime arrests with firearms occurred in Nassau County:

**Figure 18: Regional FBI UCR Reported Violent Crime with Firearm**



**Hypothesis 5 (H<sub>5</sub>):**

**There is a positive association between the type of in-service police training received and reported crimes.**

H<sub>5</sub> was tested using a Paired Samples *t*-Test, comparing reported crimes and arrests made in 2019 and 2021 as reported through FBI UCR and NYS DCJS. The comparison was conducted to see if there was a difference in the means between years 2019 and 2021, to measure the impact of 2020.

FBI UCR 2019 reported crimes and arrests made ( $M=5214.20$ ) were analyzed and compared to 2021 reported crimes and arrests made ( $M=9410.6$ ). In 2019, reported crimes and arrests made were less than the 2021 reported crimes and arrests made with a mean difference of 4196 cases. This indicates a significant increase in cases and infers there was no improvement in the crime rate. However, statistically, the results are not

significant ( $p=0.326>0.05$ ), concluding that, according to FBI UCR, police reform training did not contribute to controlling the crime rate.

Contrastingly, NYS DCJS 2019 reported crimes and arrests made ( $M=12999.5$ ) were significantly higher than in 2021 reported crimes and arrests made ( $M=9640$ ), showing an improvement in crime rates. The results are statistically significant ( $p=0.026<0.05$ ), concluding there was a considerable decrease in 2021 reported crimes and arrests made when compared to 2019 inferring that 2020 police reform training impacted crime rates.

**Table 16: Paired Samples Statistics – Database**

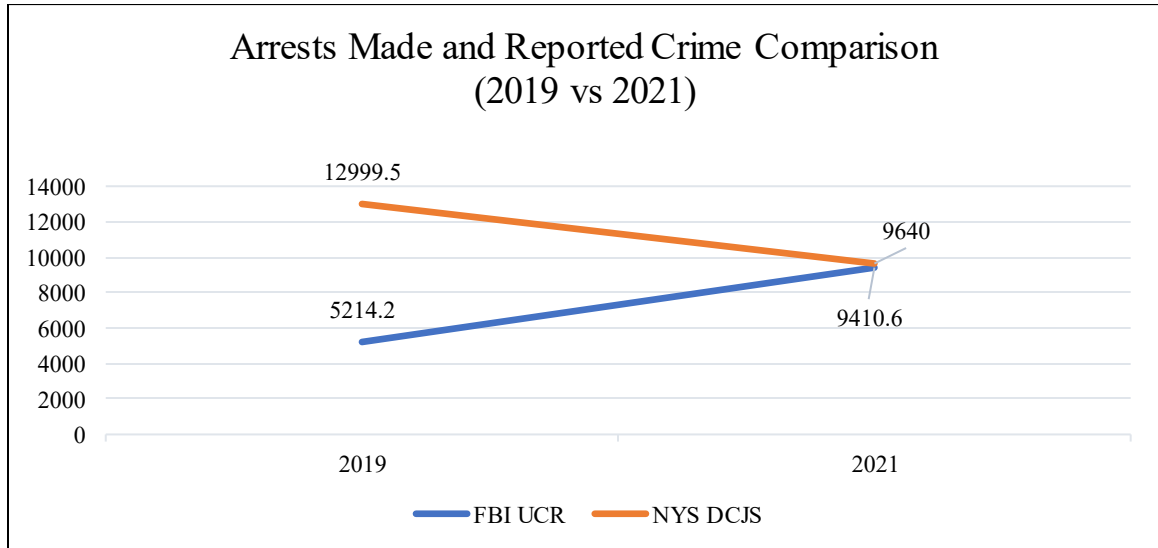
Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
FBI UCR	2019	5214.2000	5	7058.56793	3156.68754
	2021	9410.6000	5	6482.18418	2898.92090
NYS DCJS	2019	12999.5000	2	3256.22673	2302.50000
	2021	9640.0000	2	3450.68109	2440.00000

**Table 17: Paired Samples Test – Database**

Paired Samples Test										
		Paired Differences					t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference					
					Lower	Upper				
FBI UCR	2019-2021	-4196.40	8384.02888	3749.4517	-14606.54682	6213.74682	-1.119	4	.326	
NYS DCJS	2019-2021	3359.50	194.45436	137.5000	1612.39685	5106.60315	24.433	1	.026	

The following comparison bar chart is presented as a graphical illustration of FBI UCR’s increase and NYS DCJS’ decrease in reported crimes and arrests made during the comparison period years and available data, 2019 and 2021:

**Figure 19: Arrests Made and Reported Crime Comparison**



### **Nassau County Post-Police Reform Training Survey**

This section represents the qualitative portion of the mixed methods study. This study analyzed survey participants’ responses to a mixed questionnaire. Analyzed and reported results follow. The survey instrument is enclosed as an appendix.

#### **Response Rate & Demographics:**

A sample of 431 surveyed police officer respondents operating within Nassau County was used to conduct this analysis. The responses were collected using a mixed questionnaire consisting of multiple-choice, yes/no, and open-ended questions, and a Likert Scale. The demographic profile of the respondents, in terms of gender, race, and ethnicity is presented in this section. This section also shows the years of experience respondents have in law enforcement. The response rate statistics table below indicates that there are no missing responses, and the response rate was 100%.

**Table 18: Response Rate Statistics**

<b>Response Rate Statistics</b>		
	<i>N</i>	
	Valid	Missing
Gender	431	0
Race	431	0
Race (Other)	431	0
Ethnicity	431	0
Ethnicity (Other)	431	0
Years of Law Enforcement Experience	431	0

**Respondent Gender:**

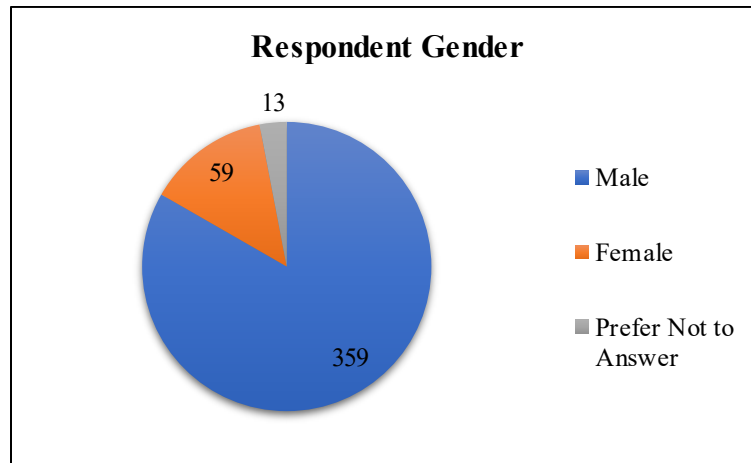
The table below shows the frequency distribution of the 431 surveyed police officer respondents where the majority were male at 359 (83.3%), while only 59 (13.7%) were female, and 13 (3%) preferred not to disclose their gender.

**Table 19: Respondent Gender Distribution**

<b>Gender Distribution</b>		
Gender	Frequency	Percentage
Male	359	83.3
Female	59	13.7
Prefer Not to Answer	13	3.0
Total	431	100.0

The following pie chart is presented as a graphical illustration of gender distribution:

**Figure 20: Respondent Gender**



**Respondent Race:**

The race distribution table below shows that of 431 surveyed police officer respondents, the majority 337 (78.2%) are white, followed by 24 (5.6%) black, 16 (3.7%) Asian or Asian American, 24 (5.6%) identified as mixed race, 2 (0.5%) Hispanic, 1 (0.2%) Latino, and 27 (6.3%) respondents did not disclose their race. The table below shows the frequency distribution of race.

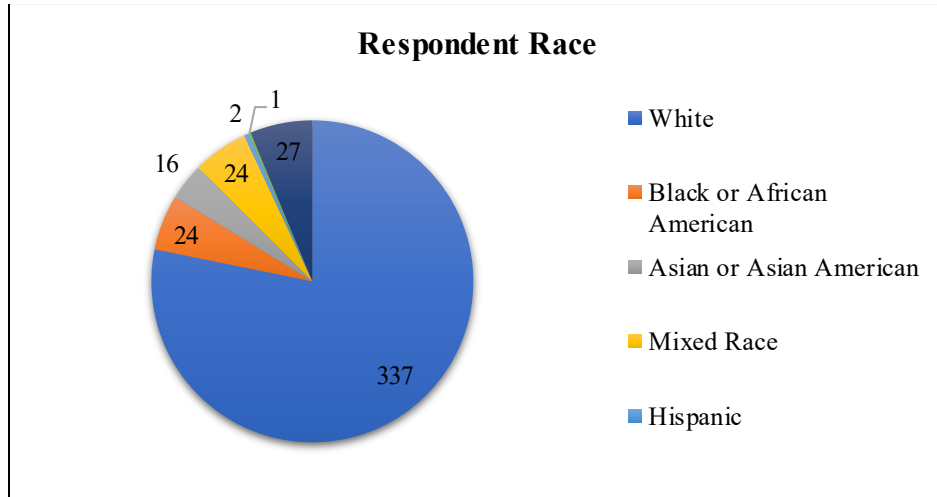
**Table 20: Respondent Race Distribution**

Race Distribution		
Race	Frequency	Percentage
White	337	78.2
Black or African American	24	5.6
Asian or Asian American	16	3.7
Mixed Race	24	5.6
Hispanic	2	.5
Latino	1	.2
Prefer Not to Answer	27	6.3

Total	431	100.0
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The following pie chart is a graphical illustration of race distribution:

**Figure 21: Respondent Race**



**Respondent Ethnicity:**

The survey also collected respondent ethnicity. The ethnicity distribution shows that the majority 321 (74.5%) respondents identified as non-Hispanic or Latino, 62 (14.4%) as Hispanic or Latino, 1 (0.2%) Asian, 1 (0.2%) black or Jewish, 1 (0.2%) was Italian or Irish, 3 (0.7%) white, with 42 (9.7%) preferring not to answer. The table below shows the ethnicity distribution by frequency and percentage.

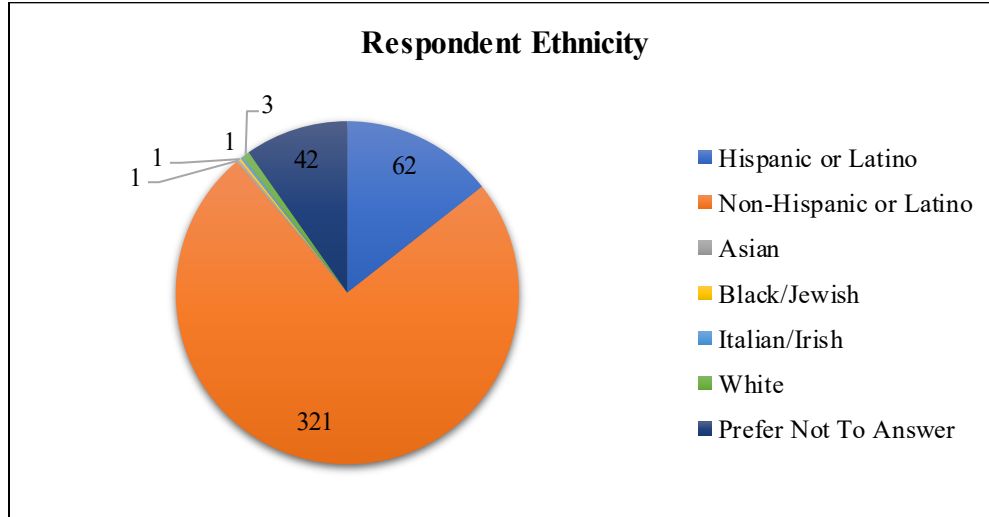


**Table 21: Respondent Ethnicity Distribution**

Ethnicity Distribution		
Ethnicity	Frequency	Percentage
Hispanic or Latino	62	14.4
Non-Hispanic or Latino	321	74.5
Asian	1	.2
Black/Jewish	1	.2
Italian/Irish	1	.2
White	3	.7
Prefer Not to Answer	42	9.7
Total	431	100.0%

The following pie chart is presented as a graphical illustration of ethnicity distribution:

**Figure 22: Respondent Ethnicity**



**Years of Law Enforcement Experience:**

The respondents were asked about their years of law enforcement experience.

Considering law enforcement experience, 65 respondents (15.1%) had 0-3 years of experience, 151 (35%) had 4-10 years of experience, followed by 133 (30.9%) with 11-

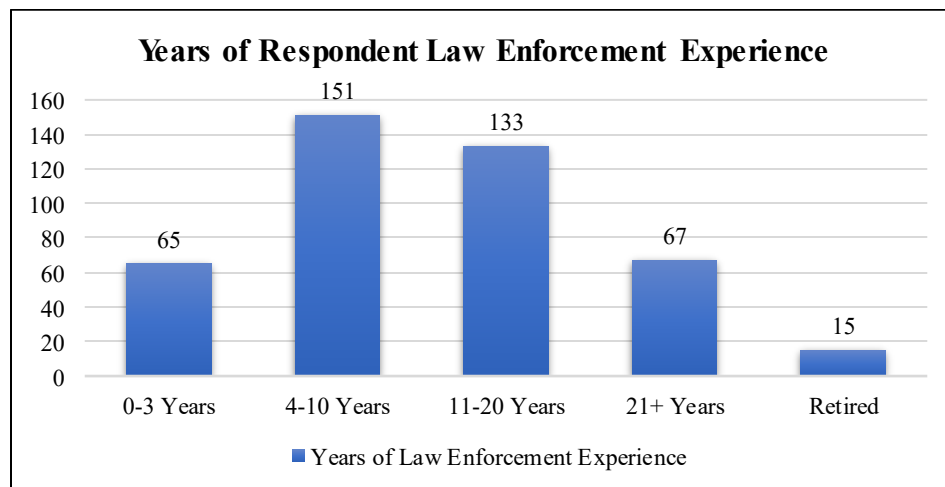
20 years of experience, 67 (15.5%) had over 21 years of experience, and 15 (3.5%) have retired. The table below shows the frequency distribution of years of law enforcement experience.

**Table 22: Years of Law Enforcement Experience**

Years of Law Enforcement Experience		
Years of Experience	Frequency	Percentage
0-3 Years	65	15.1
4-10 Years	151	35.0
11-20 Years	133	30.9
21+ Years	67	15.5
Retired	15	3.5
Total	431	100.0

The following bar chart is presented as a graphical illustration of the total years of law enforcement experience:

**Figure 23: Years of Respondent Law Enforcement Experience**



### Current Assignment in Policing:

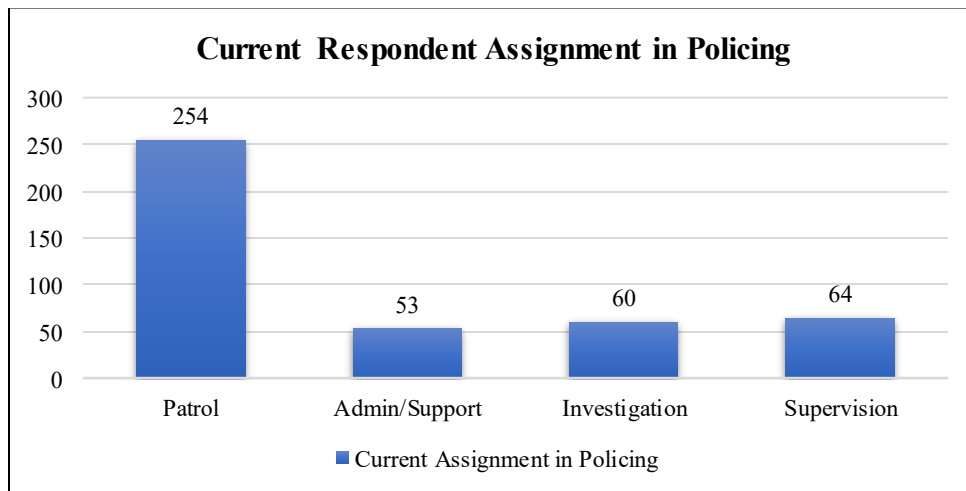
The respondents were also questioned about their current assignment in policing that best describes their immediate responsibilities. The below frequency table indicates that 254 (58.9%) respondents are assigned to patrol, 64 (14.8%) are in supervisory roles, 60 (13.9%) are tasked with investigative duties, and 53 (12.3%) are responsible for administrative or support functions.

**Table 23: Current Assignment in Policing**

Current Assignment in Policing		
Assignments	Frequency	Percentage
Patrol	254	58.9
Administrative/Support	53	12.3
Investigations	60	13.9
Supervision	64	14.8
Total	431	100.0

The following bar chart is presented as a graphical illustration of the respondents' current assignment in policing:

**Figure 24: Current Respondent Assignment in Policing**



**Employment, Training, & Complaints:**

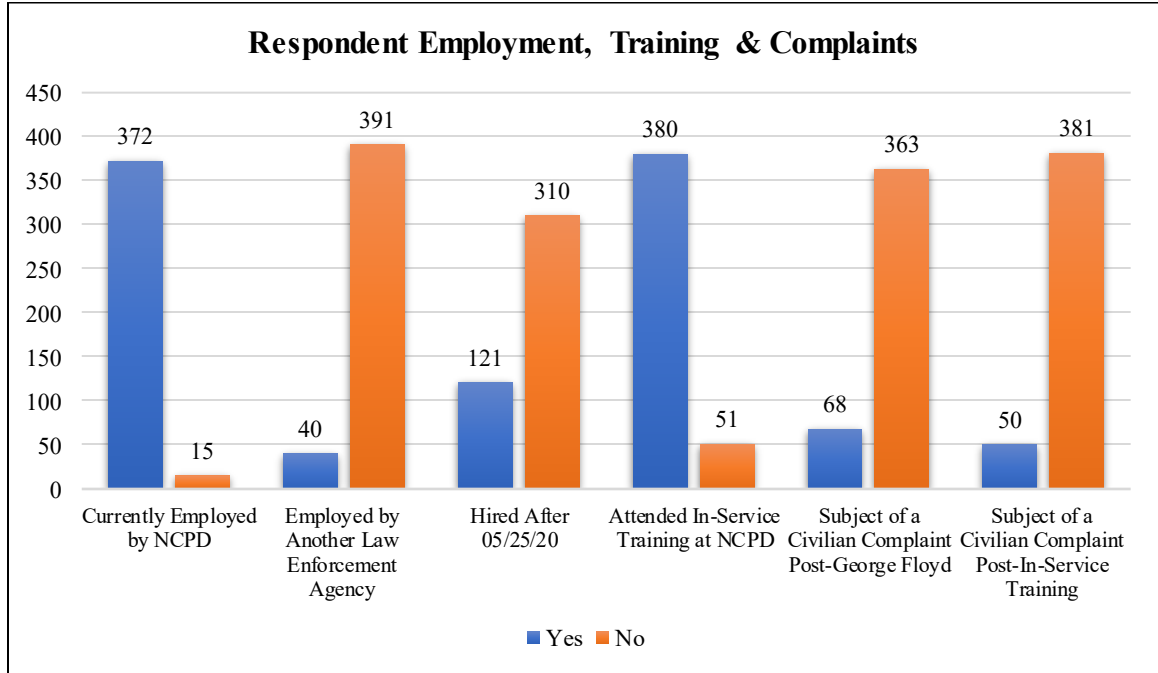
Respondents were asked a series of date-specific questions related to their current employer, any training attended, and/or civilian complaints received. The results indicate that 372 (86.3%) respondents were currently employed by NCPD with 40 (9.3%) currently employed by another law enforcement agency operating within the confines of Nassau County. Also, 121 (28.1%) were either hired by NCPD or another law enforcement agency within Nassau County after May 25, 2020, George Floyd’s death. Of the 431 surveyed police officer respondents, 380 (88.2%) had attended the NCPD-delivered in-service training after April 1, 2021, when Executive Order 203: NYS Police Reform & Reinvention Collaborative became effective. Moreover, only 68 (15.8%) became the subject of a civilian complaint following the death of George Floyd on May 25, 2020, and 50 (11.6%) had become the subject of a civilian complaint since attending the NCPD-delivered in-service training.

**Table 24: Training, Employment & Complaints**

<b>Training, Employment &amp; Complaints</b>	<b>Yes</b>	<b>No</b>
Currently employed by the Nassau County Police Department.	372 (86.3%)	15 (13.7%)
Employed by another law enforcement agency operating within the confines of Nassau County, NY.	40 (9.3%)	391 (90.7%)
Hired by the NCPD, or another law enforcement agency operating within the confines of Nassau County after May 25, 2020.	121 (28.1%)	310 (71.9%)
Attended NCPD-delivered in-service training after April 1, 2021, when Executive Order 203: NYS Police Reform & Reinvention Collaborative became effective.	380 (88.2%)	51 (11.8%)
Became the subject of a civilian complaint following the death of George Floyd on May 25, 2020.	68 (15.8%)	363 (84.2%)
Became the subject of a civilian complaint since attending the NCPD-delivered in-service training.	50 (11.6%)	381 (88.4%)

The following cluster bar chart is presented as a graphical illustration of respondents' current employment, their in-service training attendance, and civilian complaints:

**Figure 25: Respondent Employment, Training & Complaints**



**In-Service Training Effectiveness:**

Using a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5= strongly agree), respondents were asked their opinion on the effectiveness of the in-service training they attended. The table below shows the frequency distribution of responses to the extent to which the respondents agreed or disagreed with each statement. Most respondents, 166 (35.8%), strongly agreed that they are more susceptible to becoming the subject of a civilian complaint after May 25, 2020, with 114 (26.5%) agreeing. Forty-six (10.7%) respondents did not know, 41 (9.5%) disagreed, and 64 (14.8%) strongly disagreed they could become the subject of a civilian complaint.

Only 75 (17.4%) respondents strongly agreed that the NCPD-delivered in-service training was effective with the majority 188 (43.6%) agreeing. Another 75 (17.4%)

respondents did not know, 69 (16%) disagreed, and 24 (5.6%) strongly disagreed the training was effective. Similarly, only 81 (18.8%) respondents strongly agreed the NCPD-delivered in-service training was relative and timely with the majority 226 (52.4%) agreeing. Another 53 (12.3%) respondents did not know, 55 (12.8%) disagreed, and 16 (3.7%) strongly disagreed the training was relative and timely.

Fifty-five (12.8%) respondents strongly agreed that the NCPD-delivered in-service training would help prevent them from becoming the subject of a civilian complaint with 105 (24.4%) agreeing. Interestingly, 87 (20%) did not know, as the majority 109 (25.3%) disagreed, and 75 (17.4%) strongly disagreed that the training would prevent a civilian complaint. However, 61 (14.2%) respondents strongly agreed that the NCPD-delivered in-service training would help improve community relations with the majority 129 (29.9%) agreeing. Of the 431 respondents, 106 (24.6%) did not know, 93 (21.6%) disagreed, and 42 (9.7%) strongly disagreed that the training would help improve community relations.

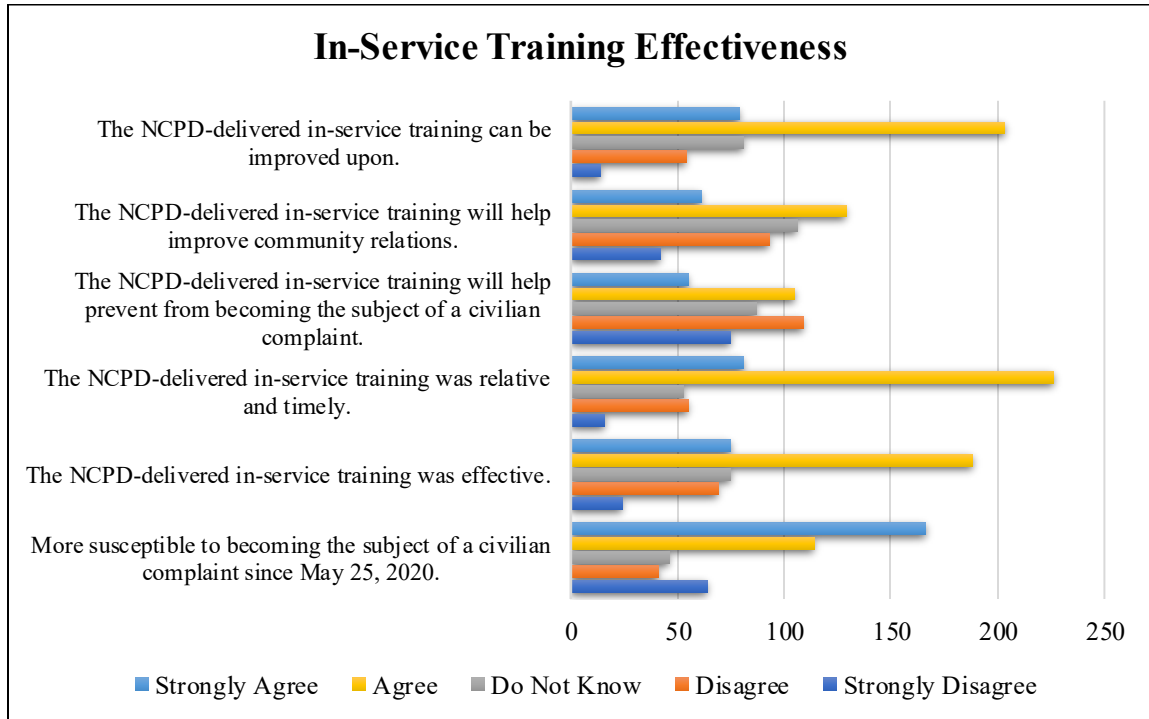
Whether the NCPD-delivered in-service training can be improved upon, 79 (18.3%) strongly agreed and the majority 203 (47.4%) agreed. Another 81 (18.8%) did not know, 54 (12.5%) disagreed, and 14 (3.2%) strongly disagreed that the training could be improved.

**Table 25: In-Service Training Effectiveness**

<b>In-Service Training Effectiveness</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Do Not Know</b>	<b>Agree</b>	<b>Strongly Agree</b>
More susceptible to becoming the subject of a civilian complaint since May 25, 2020.	64 (14.8%)	41 (9.5%)	46 (10.7%)	114 (26.5%)	166 (35.8%)
The NCPD-delivered in-service training was effective.	24 (5.6%)	69 (16.0%)	75 (17.4%)	188 (43.6%)	75 (17.4%)
The NCPD-delivered in-service training was relative and timely.	16 (3.7%)	55 (12.8%)	53 (12.3%)	226 (52.4%)	81 (18.8%)
The NCPD-delivered in-service training will help prevent from becoming the subject of a civilian complaint.	75 (17.4%)	109 (25.3%)	87 (20.0%)	105 (24.4%)	55 (12.8%)
The NCPD-delivered in-service training will help improve community relations.	42 (9.7%)	93 (21.6%)	106 (24.6%)	129 (29.9%)	61 (14.2%)
The NCPD-delivered in-service training can be improved upon.	14 (3.2%)	54 (12.5%)	81 (18.8%)	203 (47.4%)	79 (18.3%)

The following cluster bar chart is presented as a graphical illustration of respondents' opinions on the effectiveness of the in-service training:

**Figure 26: In-Service Training Effectiveness**



**Chi-Square Tests:**

As part of the inferential analysis of the data, a Chi-Square Test ( $\chi^2$ ) was applied to *Years of Law Enforcement Experience* as the independent variable with each of the dependent variables being each of the six Likert Scale questions from *In-Service Training Effectiveness*: More susceptible to becoming the subject of a civilian complaint since May 25, 2020, the NCPD-delivered in-service training was effective, the NCPD-delivered in-service training was relative and timely, the NCPD-delivered in-service training will help prevent from becoming the subject of a civilian complaint, the NCPD-delivered in-service training will help improve community relations, and the NCPD-



delivered in-service training can be improved upon. This subsection offers the Chi-Square analyses for all the combinations in question.

The first Chi-Square analyzes whether there is an association between *Years of Law Enforcement Experience* and *More Susceptible to Becoming the Subject of a Civilian Complaint Since May 25, 2020*. The crosstabulation below shows that of the 65 respondents with 0-3 years of law enforcement experience, 16 (24.6%) strongly disagreed that they are more susceptible to becoming the subject of a civilian complaint since May 25, 2020, and only 3 (4.6%) disagreed. Seven (10.8%) did not know, 14 (21.5%) agreed, and 25 (38.5%) strongly agreed. Of the 151 respondents with 4-10 years of experience, the majority 58 (38.4%) strongly agreed that they are more susceptible to becoming the subject of a civilian complaint since May 25, 2020, and 38 (25.2%) agreed. Fifteen (9.9%) did not know, 20 (13.2%) disagreed, and another 20 (13.2%) strongly disagreed. Of the 133 respondents with 11-20 years of experience, the majority 63 (47.4%) strongly agreed that they are more susceptible to becoming the subject of a civilian complaint since May 25, 2020, and 39 (29.3%) agreed. Nine (6.8%) did not know, 7 (5.3%) disagreed, and 15 (11.3%) strongly disagreed. Of the 67 respondents with over 21 years of experience, 19 (28.4%) strongly agreed that they are more susceptible to becoming the subject of a civilian complaint since May 25, 2020, and 20 (29.9%) agreed. Ten (14.9%) did not know, 7 (10.4%) disagreed, and 11 (16.4%) strongly disagreed. Of the 15 retiree respondents, 1 (6.7%) strongly agreed that they were more susceptible to becoming the subject of a civilian complaint before retiring and since May 25, 2020. Three (20%) agreed, 5 (33.3%) did not know, 4 (26.7%) disagreed, and 2 (13.3%) strongly disagreed.

**Table 26: Crosstab – Years of Experience\*Complaint Susceptibility**

Crosstabulation								
			More Susceptible to Becoming the Subject of a Civilian Complaint Since May 25, 2020					Total
			Strongly Disagree	Disagree	Do Not Know	Agree	Strongly Agree	
Years of Law Enforcement Experience	0-3 Years	Count	16	3	7	14	25	65
		% Within	24.6%	4.6%	10.8%	21.5%	38.5%	100.0%
	4-10 Years	Count	20	20	15	38	58	151
		% within	13.2%	13.2%	9.9%	25.2%	38.4%	100.0%
	11-20 Years	Count	15	7	9	39	63	133
		% Within	11.3%	5.3%	6.8%	29.3%	47.4%	100.0%
	21+ Years	Count	11	7	10	20	19	67
		% Within	16.4%	10.4%	14.9%	29.9%	28.4%	100.0%
	Retired	Count	2	4	5	3	1	15
		% Within	13.3%	26.7%	33.3%	20.0%	6.7%	100.0%
Total		Count	64	41	46	114	166	431
		% Within	14.8%	9.5%	10.7%	26.5%	38.5%	100.0%

The results of the Chi-Square found a significant association between the years of law enforcement experience a police officer has and their perception of susceptibility in becoming the subject of a civilian complaint since Floyd’s death on May 25, 2020, ( $\chi^2=37.204, p=0.002<0.05$ ). These results show that police officers with varying years of law enforcement experience strongly agree with their viewpoint concerning having a civilian complaint lodged against them.

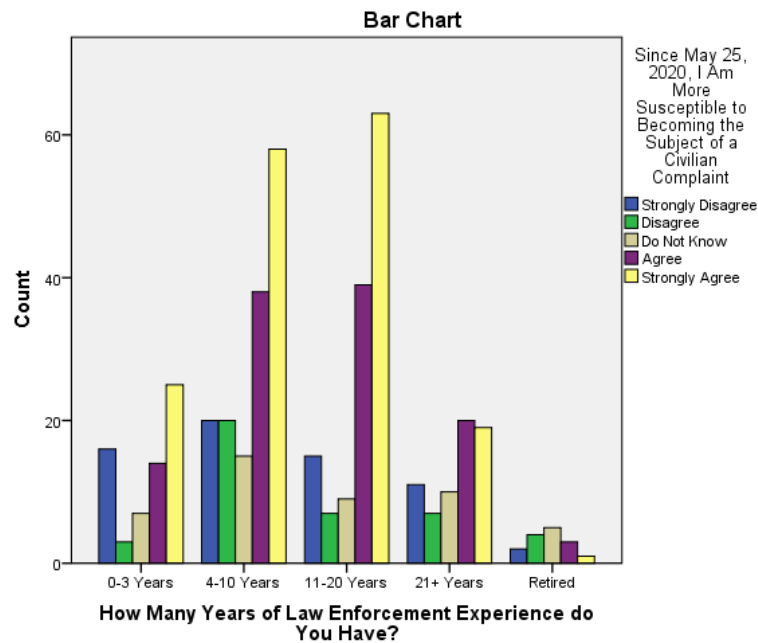
**Table 27: Chi-Square – Years of Experience\*Complaint Susceptibility**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	37.204 <sup>a</sup>	16	.002
Likelihood Ratio	35.380	16	.004
Linear-by-Linear Association	.120	1	.729
N of Valid Cases	431		

a. 4 cells (16.0%) have an expected count of less than 5. The minimum expected count is 1.43.

The following bar chart is presented as a graphical illustration of the association between years of law enforcement experience and being more susceptible to becoming the subject of a civilian complaint since May 25, 2020:

**Figure 27: Years of Experience\*Complaint Susceptibility**



The second Chi-Square analyzes whether there is an association between *Years of Law Enforcement Experience* and *the NCPD-Delivered In-Service Training was Effective*. The crosstabulation below shows that of the 65 respondents with 0-3 years of law

enforcement experience, 4 (6.2%) strongly disagreed that the NCPD-delivered in-service training was effective and only 3 (4.6%) disagreed. Ten (15.4%) did not know, 26 (40.4%) agreed, and 22 (33.8%) strongly agreed. Of the 151 respondents with 4-10 years of experience, the majority 65 (43%) agreed that the NCPD-delivered in-service training was effective while 26 (17.2%) strongly agreed. Twenty-four (15.9%) did not know, 29 (19.2%) disagreed, and 7 (4.6%) strongly disagreed. Of the 133 respondents with 11-20 years of experience, the majority 55 (41.4%) agreed that the NCPD-delivered in-service training was effective while 20 (15%) strongly agreed. Twenty-six (19.5%) did not know, 23 (17.3%) disagreed, and 9 (6.8%) strongly disagreed. Of the 67 respondents with over 21 years of experience, the majority 37 (55.2%) agreed, while only 6 (9%) strongly agreed, that the in-service training was effective. Seven (10.4%) did not know, 13 (19.4%) disagreed, and 4 (6%) strongly disagreed. Of the 15 retiree respondents, 1 (6.7%) strongly agreed that the training before retiring was effective with another 5 (33.3%) agreeing, 8 (53.3%) did not know, and only 1 (6.7%) disagreed.

**Table 28: Crosstab – Years of Experience\*In-Service Effectiveness**

Crosstabulation								
			NCPD-Delivered In-Service Training was Effective					Total
			Strongly Disagree	Disagree	Do Not Know	Agree	Strongly Agree	
Years of Law Enforcement Experience	0-3 Years	Count	4	3	10	26	22	65
		% within	6.2%	4.6%	15.4%	40.0%	33.8%	100.0%
	4-10 Years	Count	7	29	24	65	26	151
		% within	4.6%	19.2%	15.9%	43.0%	17.2%	100.0%
	11-20 Years	Count	9	23	26	55	20	133
		% within	6.8%	17.3%	19.5%	41.4%	15.0%	100.0%

	21+ Years	Count	4	13	7	37	6	67
		% within	6.0%	19.4%	10.4%	55.2%	9.0%	100.0%
	Retired	Count	0	1	8	5	1	15
		% within	0.0%	6.7%	53.3%	33.3%	6.7%	100.0%
Total	Count	24	69	75	188	75	431	
	% within	5.6%	16.0%	17.4%	43.6%	17.4%	100.0%	

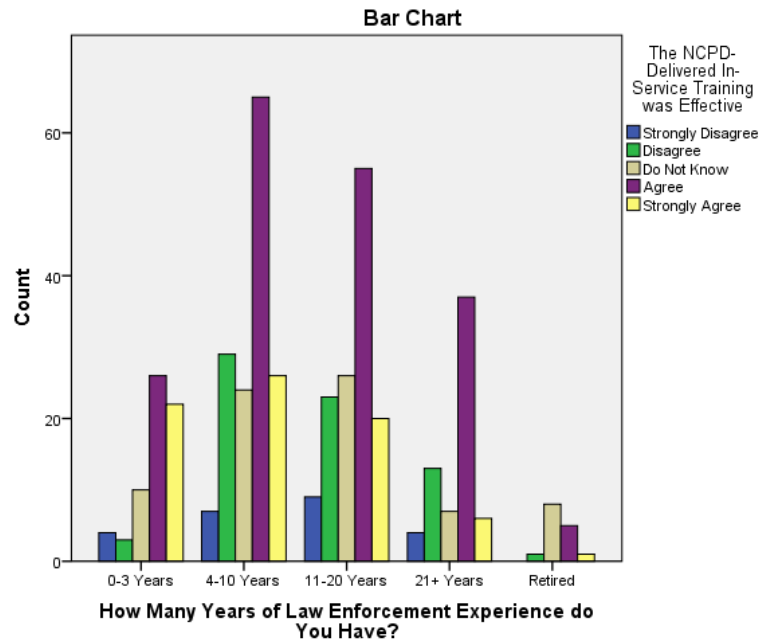
The results of the Chi-Square found a statistically significant association between the years of law enforcement experience a police officer has and their perception of how effective the in-service training was, ( $\chi^2=39.904$ ,  $p=0.001<0.05$ ). These results show that police officers with varying years of law enforcement experience similarly agree with their viewpoint that the in-service training was effective.

**Table 29: Chi-Square – Years of Experience\*In-Service Effectiveness**

Chi-Square Tests			
	Value	<i>df</i>	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.904 <sup>a</sup>	16	.001
Likelihood Ratio	37.872	16	.002
Linear-by-Linear Association	5.764	1	.016
<i>N</i> of Valid Cases	431		
a. 6 cells (24.0%) have an expected count of less than 5. The minimum expected count is .84.			

The following bar chart is presented as a graphical illustration of the association between years of law enforcement experience and the NCPD-delivered in-service training was effective:

**Figure 28: Years of Experience\*In-Service Effectiveness**



The next Chi-Square analyzes whether there is an association between *Years of Law Enforcement Experience* and *the NCPD-Delivered In-Service Training was Relative and Timely*. The crosstabulation below shows that of the 65 respondents with 0-3 years of law enforcement experience, the majority 30 (46.2%) agreed, and 23 (35.4%) strongly agreed, that the NCPD-delivered in-service training was relative and timely. Six (9.2%) did not know, 3 (4.6%) disagreed, and another 3 (4.6%) strongly agreed. Of the 151 respondents with 4-10 years of experience, the majority 82 (54.3%) agreed, and 21 (13.9%) strongly agreed, that the NCPD-delivered in-service training was relative and timely. Twenty (13.2%) did not know, 22 (14.6%) disagreed, and 6 (4%) strongly disagreed. Of the 133 respondents with 11-20 years of experience, the majority 72 (54.1%) agreed, and 28

(21.1%) agreed, that the NCPD-delivered in-service training was relative and timely. Ten (7.5%) did not know, 18 (13.5%) disagreed, and 5 (3.8%) strongly disagreed. Of the 67 respondents with over 21 years of experience, the majority 38 (56.7%) agreed, while only 7 (10.4%) strongly agreed, that the in-service training was relative and timely. Ten (14.9%) did not know, another 10 (14.9%) disagreed, and only 2 (3%) strongly disagreed. Of the 15 retiree respondents, 2 (13.3%) strongly agreed, and 4 agreed, that the training before retiring was relative and timely with 7 (46.7%) not knowing and 2 (13.3%) disagreeing.

**Table 30: Crosstab – Years of Experience\*Relative and Timely**

Crosstabulation									
			NCPD-Delivered In-Service Training was Relative and Timely					Total	
			Strongly Disagree	Disagree	Do Not Know	Agree	Strongly Agree		
Years of Law Enforcement Experience	0-3 Years	Count	3	3	6	30	23	65	
		% within	4.6%	4.6%	9.2%	46.2%	35.4%	100.0%	
	4-10 Years	Count	6	22	20	82	21	151	
		% within	4.0%	14.6%	13.2%	54.3%	13.9%	100.0%	
	11-20 Years	Count	5	18	10	72	28	133	
		% within	3.8%	13.5%	7.5%	54.1%	21.1%	100.0%	
	21+ Years	Count	2	10	10	38	7	67	
		% within	3.0%	14.9%	14.9%	56.7%	10.4%	100.0%	
	Retired	Count	0	2	7	4	2	15	
		% within	0.0%	13.3%	46.7%	26.7%	13.3%	100.0%	
	Total		Count	16	55	53	226	81	431
			% within	3.7%	12.8%	12.3%	52.4%	18.8%	100.0%

The results of the Chi-Square found a significant association between the years of law enforcement experience a police officer has and their perception of how relative and timely the in-service training was, ( $\chi^2=40.083, p=0.001<0.05$ ). These results show that police officers with varying years of law enforcement experience similarly agree with their viewpoint that the in-service training was relative and timely.

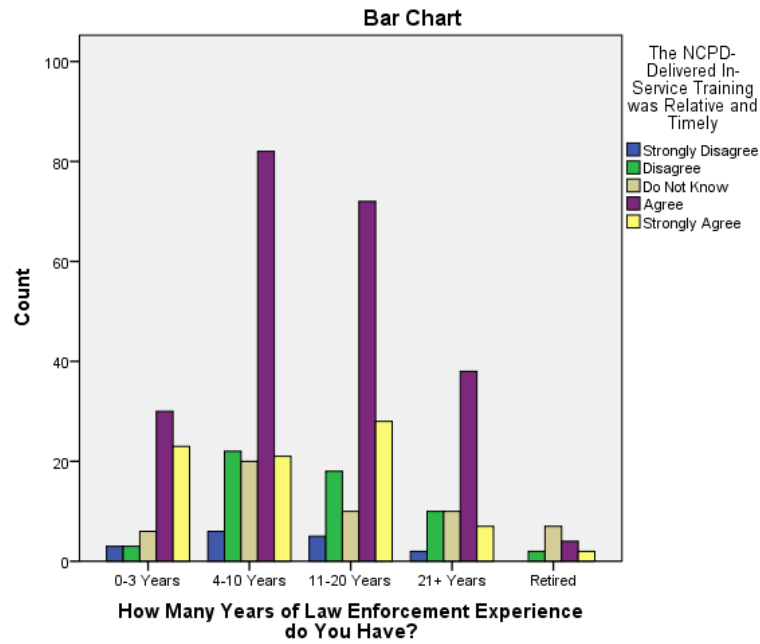
**Table 31: Chi-Square – Years of Experience\*Relative and Timely**

Chi-Square Tests			
	Value	<i>df</i>	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.083 <sup>a</sup>	16	.001
Likelihood Ratio	35.224	16	.004
Linear-by-Linear Association	4.223	1	.040
N of Valid Cases	431		
a. 7 cells (28.0%) have an expected count of less than 5. The minimum expected count is .56.			



The following bar chart is presented as a graphical illustration of the association between years of law enforcement experience and the NCPD-delivered in-service training was relative and timely:

**Figure 29: Years of Experience\*Relative and Timely**



The fourth Chi-Square analyzes whether there is an association between *Years of Law Enforcement Experience* and *the NCPD-delivered in-service training will help prevent from becoming the subject of a civilian complaint*. The crosstabulation below shows that of the 65 respondents with 0-3 years of law enforcement experience, the majority 19 (29.2%) strongly agreed, and 16 (24.6%) agreed, that the NCPD-delivered in-service training will help prevent them from becoming the subject of a civilian complaint. Thirteen (20%) did not know, 7 (10.8%) disagreed, and another 10 (15.4%) strongly disagreed. Of the 151 respondents with 4-10 years of experience, the majority 47 (31.1%) disagreed, and 30 (19.9%) strongly disagreed, that the NCPD-delivered in-service training will help prevent from becoming the subject of a civilian complaint. Twenty-five

(16.6%) did not know, 31 (20.5%) agreed, and 18 (11.9%) strongly agreed. Of the 133 respondents with 11-20 years of experience, the majority 38 (28.6%) agreed, and 11 (8.3%) strongly agreed, that the NCPD-delivered in-service training would help prevent a civilian complaint. Twenty-eight (21.1%) did not know, 34 (25.6%) disagreed, and 22 (3.8%) strongly disagreed. Of the 67 respondents with over 21 years of experience, the majority 19 (28.4%) disagreed, with 11 (16.4%) strongly agreeing, that the in-service training will help prevent a civilian complaint. Fourteen (20.9%) did not know, 18 (26.9%) agreed, and only 5 (7.5%) strongly agreed. From the 15 retiree respondents, 2 (13.3%) agreed, 2 (13.3%) strongly agreed, 2 (13.3%) disagreed, and 2 (13.3%) strongly disagreed, that the training before retiring would prevent a complaint, with 7 (46.7%) not knowing.

**Table 32: Crosstab – Years of Experience\*Complaint Preventability**

Crosstabulation								
			NCPD-Delivered In-Service Training Will Help Prevent from Becoming the Subject of a Civilian Complaint					Total
			Strongly Disagree	Disagree	Do Not Know	Agree	Strongly Agree	
Years of Law Enforcement Experience	0-3 Years	Count	10	7	13	16	19	65
		% within	15.4%	10.8%	20.0%	24.6%	29.2%	100.0%
	4-10 Years	Count	30	47	25	31	18	151
		% within	19.9%	31.1%	16.6%	20.5%	11.9%	100.0%
	11-20 Years	Count	22	34	28	38	11	133
		% within	16.5%	25.6%	21.1%	28.6%	8.3%	100.0%
	21+ Years	Count	11	19	14	18	5	67
		% within	16.4%	28.4%	20.9%	26.9%	7.5%	100.0%
	Retired	Count	2	2	7	2	2	15
		% within	13.3%	13.3%	46.7%	13.3%	13.3%	100.0%
Total		Count	75	109	87	105	55	431
		% within	17.4%	25.3%	20.2%	24.4%	12.8%	100.0%

The results of the Chi-Square found a significant association between the years of law enforcement experience a police officer has and their perception of how the in-service training will help prevent them from becoming the subject of a civilian complaint was, ( $\chi^2=33.163, p=0.007<0.05$ ). These results show that police officers with varying years of law enforcement experience similarly agree with their viewpoint that the in-service training will help prevent receiving a civilian complaint.

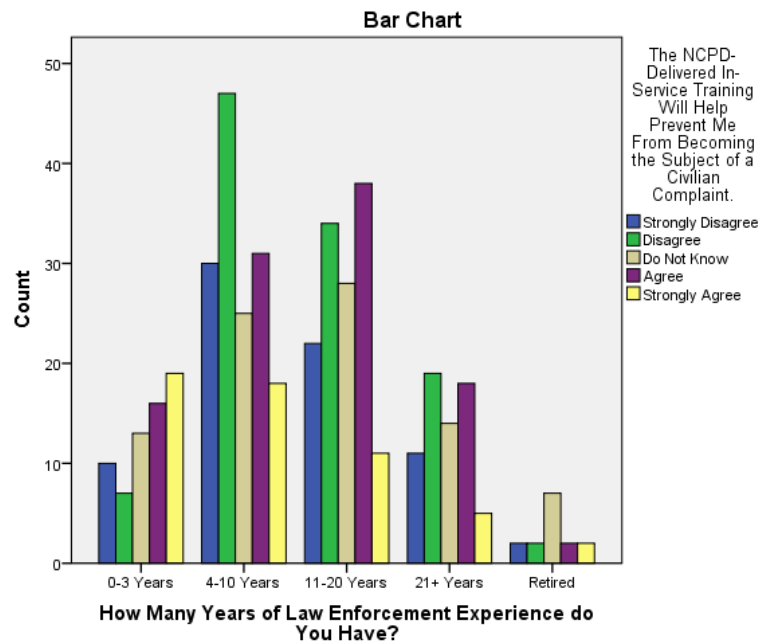
**Table 33: Chi-Square – Years of Experience\*Complaint Preventability**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.014 <sup>a</sup>	16	.003
Likelihood Ratio	33.163	16	.007
Linear-by-Linear Association	2.689	1	.101
N of Valid Cases	431		

a. 5 cells (20.0%) have an expected count of less than 5. The minimum expected count is 1.91.

The following bar chart is presented as a graphical illustration of the association between years of law enforcement experience and the NCPD-delivered in-service training will help prevent from becoming the subject of a civilian complaint:

**Figure 30: Years of Experience\*Complaint Preventability**



The following Chi-Square analyzes whether there is an association between *Years of Law Enforcement Experience* and *the NCPD-Delivered In-Service Training Will Help Improve Community Relations*. The crosstabulation below shows that of the 65

respondents with 0-3 years of law enforcement experience, the majority 23 (35.4%) agreed, and 20 (30.8%) strongly agreed, that the NCPD-delivered in-service training will help improve community relations. Thirteen (20%) did not know, 5 (7.7%) disagreed, and another 4 (6.2%) strongly disagreed. Of the 151 respondents with 4-10 years of experience, the majority was split with 42 (27.8%) both agreeing and disagreeing that the in-service training will help improve community relations. Thirty-five (23.2%) did not know, and 16 (20.5%) both strongly agreed and strongly disagreed. Of the 133 respondents with 11-20 years of experience, the majority was again split with 37 (27.8%) agreeing and did not know that the training would help improve community relations. Twenty-nine (21.8%) disagreed, 17 (12.8%) strongly disagreed, and 13 (9.8%) strongly agreed. Of the 67 respondents with over 21 years of experience, the majority 25 (37.3%) agreed, with 8 (11.9%) strongly agreeing, that the training will help improve community relations. Five (7.5%) strongly disagreed, 14 (20.9%) disagreed, and 15 (22.4%) did not know. Of the 15 retiree respondents, 4 (26.7%) strongly agreed, 2 (13.3%) agreed, 6 (40%) did not know, and 3 (20.0%) disagreed that the training before retiring would improve relations.

**Table 34: Crosstab – Years of Experience\*Improve Community Relations**

Crosstabulation								
			NCPD-Delivered In-Service Training Will Help Improve Community Relations					Total
			Strongly Disagree	Disagree	Do Not Know	Agree	Strongly Agree	
Years of Law Enforcement Experience	0-3 Years	Count	4	5	13	23	20	65
		% within	6.2%	7.7%	20.0%	35.4%	30.8%	100.0%
	4-10 Years	Count	16	42	35	42	16	151
		% within	10.6%	27.8%	23.2%	27.8%	10.6%	100.0%

		% within	10.6%	27.8%	23.2%	27.8%	10.6%	100.0%
	11-20 Years	Count	17	29	37	37	13	133
		% within	12.8%	21.8%	27.8%	27.8%	9.8%	100.0%
	21+ Years	Count	5	14	15	25	8	67
		% within	7.5%	20.9%	22.4%	37.3%	11.9%	100.0%
	Retired	Count	0	3	6	2	4	15
		% within	0.0%	20.0%	40.0%	13.3%	26.7%	100.0%
Total		Count	42	93	106	129	61	431
		% within	9.7%	21.6%	24.6%	29.9%	14.2%	100.0%

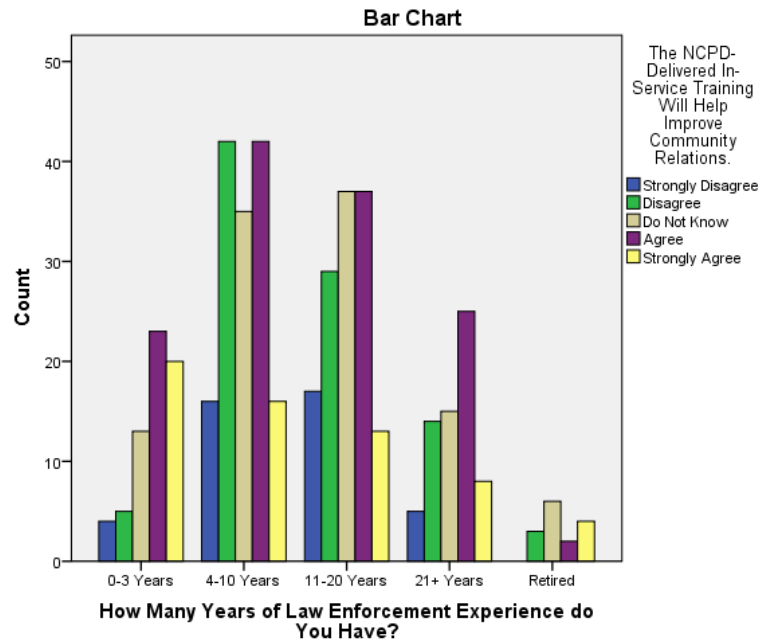
The results of the Chi-Square found a statistically significant association between the years of law enforcement experience a police officer has and their perception of how the in-service training will improve community relations, ( $\chi^2=36.833$ ,  $p=0.002<0.05$ ). These results show that police officers with varying years of law enforcement experience differ in their viewpoint that the in-service training will help improve community relations.

**Table 35: Chi-Square – Years of Experience\*Improve Community Relations**

Chi-Square Tests			
	Value	<i>df</i>	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.833 <sup>a</sup>	16	.002
Likelihood Ratio	36.879	16	.002
Linear-by-Linear Association	2.108	1	.147
N of Valid Cases	431		
a. 5 cells (20.0%) have an expected count of less than 5. The minimum expected count is 1.46.			

The following bar chart is presented as a graphical illustration of the association between years of law enforcement experience and the NCPD-delivered in-service training will help improve community relations:

**Figure 31: Years of Experience\*Improve Community Relations**



The final Chi-Square analyzes whether there is an association between *Years of Law Enforcement Experience* and *the NCPD-Delivered In-Service Training Can Be Improved Upon*. The crosstabulation below shows that of the 65 respondents with 0-3 years of law enforcement experience, the majority 34 (52.3%) agreed, and 9 (35.4%) strongly agreed, that the NCPD-delivered in-service training can be improved upon. Only one (1.5%) strongly disagreed, 13 (20%) disagreed, and 8 (12.3%) did not know. Of the 151 respondents with 4-10 years of experience, the majority 66 (43.7%) agreed, and 32 (21.2%) strongly agreed, that the in-service training can be improved upon. Six (4%) strongly disagreed, 17 (11.3%) disagreed, and 30 (19.9%) did not know. Of the 133 respondents with 11-20 years of experience, the majority 68 (51.1%) agreed, and 24

(18%) agreed, that the training can be improved upon. Four (3%) strongly disagreed, 16 (12%) disagreed, and 21 (15.8%) did not know. Of the 67 respondents with over 21 years of experience, the majority 30 (44.8%) agreed, while 13 (19.4%) strongly agreed, that the training could be improved. Three (4.5%) strongly disagreed, 6 (9%) disagreed, and 15 (22.4%) did not know. Of the 15 retiree respondents, 2 (13.3%) disagreed, 7 (46.7%) did not know, 5 (33.3%) agreed, and only 1 (6.7%) strongly agreed that the training before retiring can be improved.

**Table 36: Crosstab – Years of Experience\*Training Improvement**

Crosstabulation									
			NCPD-Delivered In-Service Training Can Be Improved Upon					Total	
			Strongly Disagree	Disagree	Do Not Know	Agree	Strongly Agree		
Years of Law Enforcement Experience	0-3 Years	Count	1	13	8	34	9	65	
		% within	1.5%	20.0%	12.3%	52.3%	13.8%	100.0%	
	4-10 Years	Count	6	17	30	66	32	151	
		% within	4.0%	11.3%	19.9%	43.7%	21.2%	100.0%	
	11-20 Years	Count	4	16	21	68	24	133	
		% within	3.0%	12.0%	15.8%	51.1%	18.0%	100.0%	
	21+ Years	Count	3	6	15	30	13	67	
		% within	4.5%	9.0%	22.4%	44.8%	19.4%	100.0%	
	Retired	Count	0	2	7	5	1	15	
		% within	0.0%	13.3%	46.7%	33.3%	6.7%	100.0%	
	Total		Count	14	54	81	203	79	431
			% within	3.2%	12.5%	18.8%	47.1%	18.3%	100.0%



The results of the final Chi-Square show there is no significant association between the years of law enforcement experience a police officer has and their opinion of how the in-service training can be improved, ( $\chi^2=18.738, p=0.282<0.05$ ).

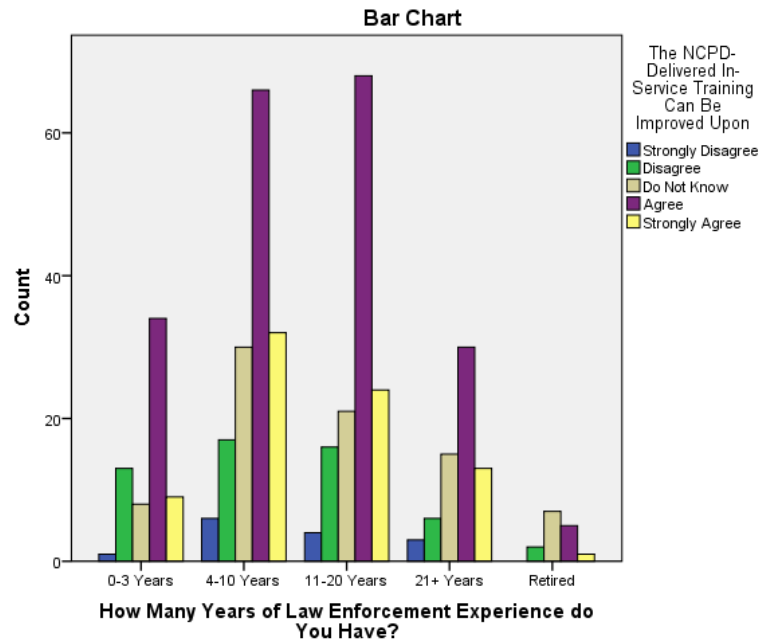
**Table 37: Chi-Square – Years of Experience\*Training Improvement**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.738 <sup>a</sup>	16	.282
Likelihood Ratio	17.787	16	.336
Linear-by-Linear Association	.007	1	.931
N of Valid Cases	431		

a. 8 cells (32.0%) have an expected count of less than 5. The minimum expected count is .49.

The final bar chart is presented as a graphical illustration of the association between years of law enforcement experience and the NCPD-delivered in-service training can be improved upon:

**Figure 32: Years of Experience\*Training Improvement**



**Pre & Post-George Floyd:**

A comparison was made to analyze the difference in the civilian complaints reported to NCPD before (2018-2019) and after (2021-2022) George Floyd’s death on May 25, 2020. A Paired Samples *t*-Test was applied to the sum of total complaints by gender and race calculated for both periods to find the statistical difference in civilian complaints received by NCPD officers. The results of the *t*-Test show that the number of civilian complaints following Floyd’s death has a greater mean value ( $M=455.00$ ) than the complaints before Floyd’s death ( $M=447.00$ ). The results indicate a minor increase in the number of civilian complaints received by officers, inferring that new NCPD hires on or about May 25, 2020, had no significant impact on civilian complaints. Incidentally, it was previously shown that NCPD officers found the in-service training, or initial police academy training in the case of new hires, to be effective, relative, timely, and will help prevent them from becoming the subject of a civilian complaint. However, the number of civilian complaints received is not palpable to respondents’ views.

**Table 38: Paired Samples Statistics – Floyd**

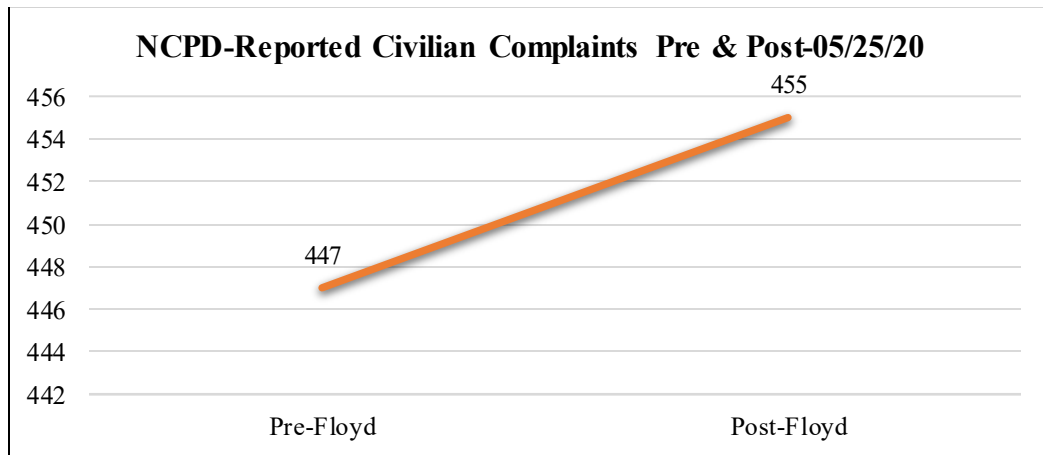
Paired Samples Statistics					
		Mean	<i>N</i>	Std. Deviation	Std. Error Mean
Complaints	Post-Floyd	455.0000	2	50.91169	36.00000
	Pre-Floyd	447.0000	2	12.72792	9.00000

The results of the Paired Samples Test below were not statistically significant ( $p=0.888>0.05$ ), inferring that there was no noticeable difference in reported civilian complaints against the NCPD following new NCPD hires on or about May 25, 2020.

**Table 39: Paired Samples Test – Floyd**

Paired Samples Test									
		Paired Differences					<i>t</i>	<i>df</i>	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Complaints	Post-Floyd – Pre-Floyd	8.00000	63.63961	45.00000	-563.77921	579.77921	.178	1	.888

**Figure 33: NCPD-Reported Civilian Complaints Pre & Post-05/25/2020**



A Paired Samples *t*-Test was applied to analyze the gender differences in reported civilian complaints against the NCPD during the study periods. The descriptive statistics show the mean value of male complainants increased after Floyd’s death ( $M_{\text{before}}=100.5$ ,  $M_{\text{after}}=135.5$ ). Similarly, the number of female complainants also increased after Floyd’s death ( $M_{\text{before}}=77.00$ ,  $M_{\text{after}}=107.00$ ).

**Table 40: Paired Samples Statistics – Floyd\*Gender**

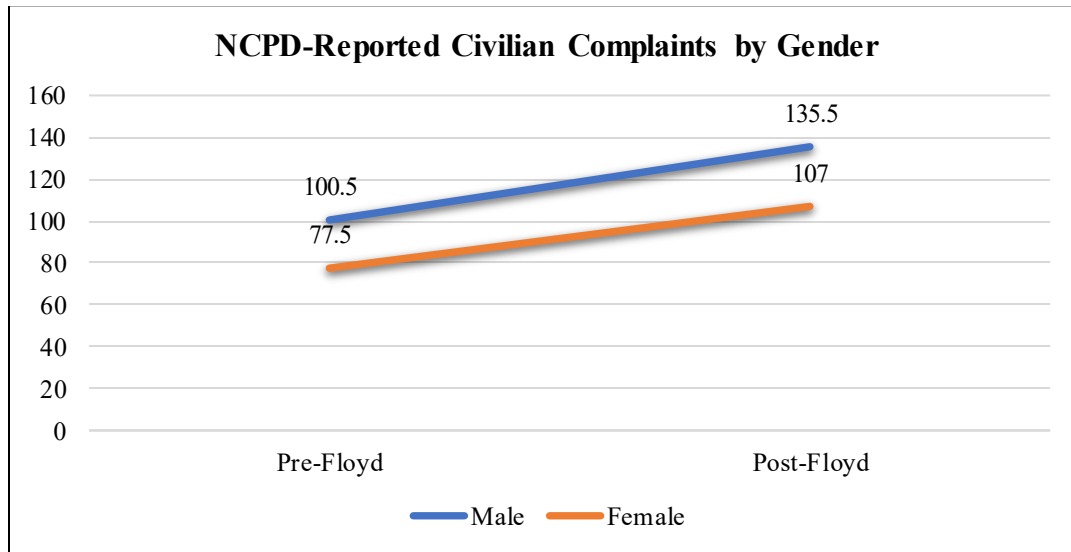
Paired Samples Statistics						
Gender		Treatment	N	Mean	Std. Deviation	Std. Error Mean
Male	Complaints	Post -Floyd	2	135.5000	36.06245	25.50000
		Pre-Floyd	2	100.5000	7.77817	5.50000
Female	Complaints	Post-Floyd	2	107.0000	32.52691	23.00000
		Pre-Floyd	2	77.5000	14.84924	10.50000

The results of the Paired Samples *t*-Test below found no significant differences in the reported number of male complainants ( $p=0.330>0.05$ ) and female complainants ( $p=0.540>0.05$ ) against the NCPD before or after Floyd’s death, inferring that the number of civilian complaints made by males and females remains the same.

**Table 41: Paired Samples Test – Floyd\*Gender**

Paired Samples Test										
Gender			Paired Differences					<i>t</i>	<i>df</i>	Sig. (2-tailed)
			Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
						Lower	Upper			
Male	Complaints	Post-Floyd – Pre-Floyd	35.00000	28.28427	20.00000	-219.12409	289.12409	1.750	1	.330
Female	Complaints	Post-Floyd – Pre-Floyd	29.50000	47.37615	33.50000	-396.15786	455.15786	.881	1	.540

**Figure 34: NCPD-Reported Civilian Complaints by Gender – Floyd**



A Paired Samples *t*-Test was performed to analyze the race differences in reported civilian complaints against the NCPD during the study periods. From the Paired Samples Statistics Table below, the mean value of Asian complainants slightly decreased during post-Floyd ( $M=6.5, SD=6.36$ ) when compared to pre-Floyd ( $M=7.5, SD=3.53$ ). Pre-Floyd saw a higher mean value for black complainants ( $M=56.5, SD=9.19$ ) than the post-Floyd period ( $M=46.5, SD=2.12$ ). Hispanic complainants slightly decreased ( $M=14.0, SD=0.00$ ) post-Floyd when compared to the pre-Floyd period ( $M=14.5, SD=.71$ ). White complainants observed the highest mean value of complaints during the pre-Floyd period ( $M=99.5, SD=12.51$ ) versus post-Floyd ( $M=61.50, SD=.71$ ).

**Table 42: Paired Samples Statistics – Floyd\*Race**

Paired Samples Statistics						
Race		Training	<i>N</i>	Mean	Std. Deviation	Std. Error Mean
Asian	Complaints	Post-Floyd	2	6.5000	6.36396	4.50000
		Pre-Floyd	2	7.5000	3.53553	2.50000
Black	Complaints	Post-Floyd	2	46.5000	2.12132	1.50000

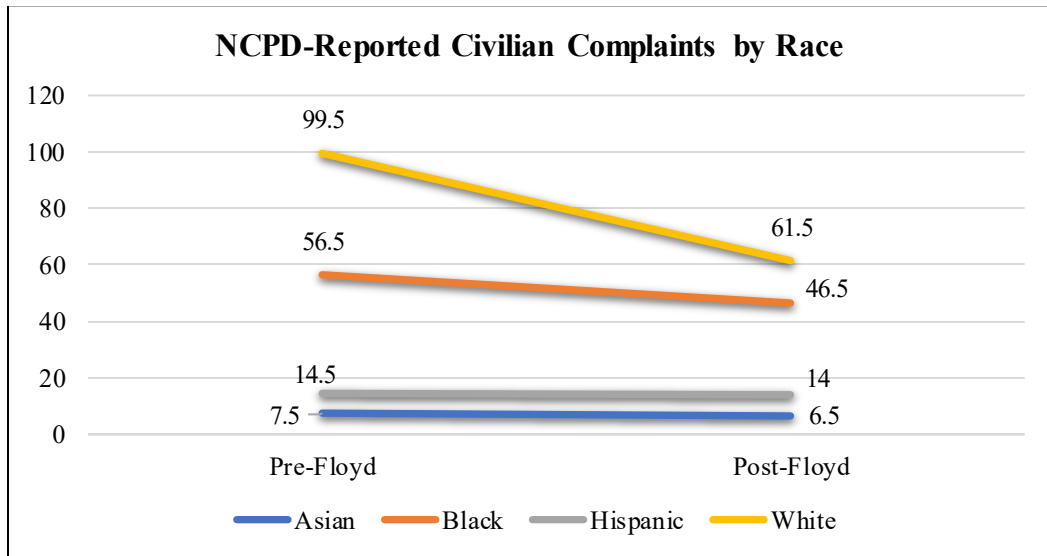
		Pre-Floyd	2	56.5000	9.19239	6.50000
Hispanic	Complaints	Post-Floyd	2	14.0000	.00000	.00000
		Pre-Floyd	2	14.5000	.70711	.50000
White	Complaints	Post-Floyd	2	61.5000	.70711	.50000
		Pre-Floyd	2	99.5000	20.50610	14.50000

The results of the Paired Samples *t*-Test below found no significant differences between the reported number of Asian ( $p=0.705>0.05$ ), black ( $p=0.430>0.05$ ), Hispanic ( $p=0.500>0.05$ ), and white ( $p=0.225>0.05$ ) civilian complainants before and following Floyd’s death.

**Table 43: Paired Samples Test – Floyd\*Race**

Paired Samples Test										
Race			Paired Differences					<i>t</i>	<i>df</i>	Sig. (2-tailed)
			Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
						Lower	Upper			
Asian	Complaints	Post-Floyd – Pre-Floyd	-1.00000	2.82843	2.00000	-26.41241	24.41241	-.500	1	.705
Black	Complaints	Post-Floyd – Pre-Floyd	-10.0000	11.31371	8.00000	-111.64964	91.64964	-1.25	1	.430
Hispanic	Complaints	Post-Floyd – Pre-Floyd	-.50000	.70711	.50000	-6.85310	5.85310	1.000	1	.500
White	Complaints	Post-Floyd – Pre-Floyd	38.00000	19.79899	14.00000	-215.88687	139.88687	2.714	1	.225

**Figure 35: NCPD-Reported Civilian Complaints by Race – Floyd**



**Pre & Post-NY Executive Order 203:**

Another comparison was made to analyze the difference in the civilian complaints reported to NCPD before (2018-2019) and after (2022-2023) EO203 effective date of April 1, 2021. A Paired Samples *t*-Test was applied to the sum of total complaints by gender and race calculated for both periods to find the statistical difference in civilian complaints received by NCPD officers. The results of the Paired Samples *t*-Test show that the number of civilian complaints preceding EO203 has a lesser mean value ( $M=308.5.00$ ) than the complaints following EO203 ( $M=447.5$ ). The results indicate a significant increase in the number of civilian complaints received by officers, inferring that the state-mandated in-service training had no significant impact on the susceptibility or prevention of becoming the subject of a civilian complaint.

**Table 44: Paired Samples Statistics – EO203**

Paired Samples Statistics					
		Mean	<i>N</i>	Std. Deviation	Std. Error Mean
Complaints	Pre-EO203	308.5000	2	156.27060	110.50000
	Post-EO203	447.0000	2	12.72792	9.00000

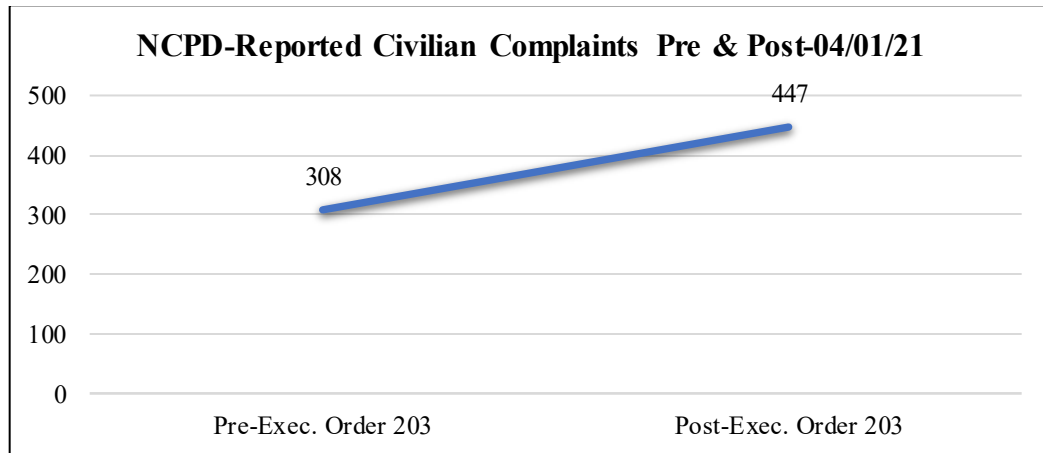
The results of the Paired Samples Test below were not statistically significant ( $p=0.453>0.05$ ), inferring that there was no significant difference in reported civilian complaints against the NCPD following the state-mandated in-service training. These results support the surveyed respondents' majority belief that the in-service training will improve community relations.

**Table 45: Paired Samples Test – EO203**

Paired Samples Test									
		Paired Differences					<i>t</i>	<i>df</i>	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Complaints	Pre-EO203 – Post-EO203	-138.50000	168.99852	119.50000	-1656.89147	1379.89147	-1.159	1	.453



**Figure 36: NCPD-Reported Civilian Complaints Pre & Post-04/01/2021**



A Paired Samples *t*-Test was applied to analyze the gender differences in reported civilian complaints against the NCPD during the study periods. The descriptive statistics show the mean value of male complainants increased after EO203 ( $M_{\text{before}}=100.5$ ,  $M_{\text{after}}=124.00$ ). Similarly, the number of female complainants also increased following EO203 ( $M_{\text{before}}=77.00$ ,  $M_{\text{after}}=90.50$ ).

**Table 46: Paired Samples Statistics – EO203\*Gender**

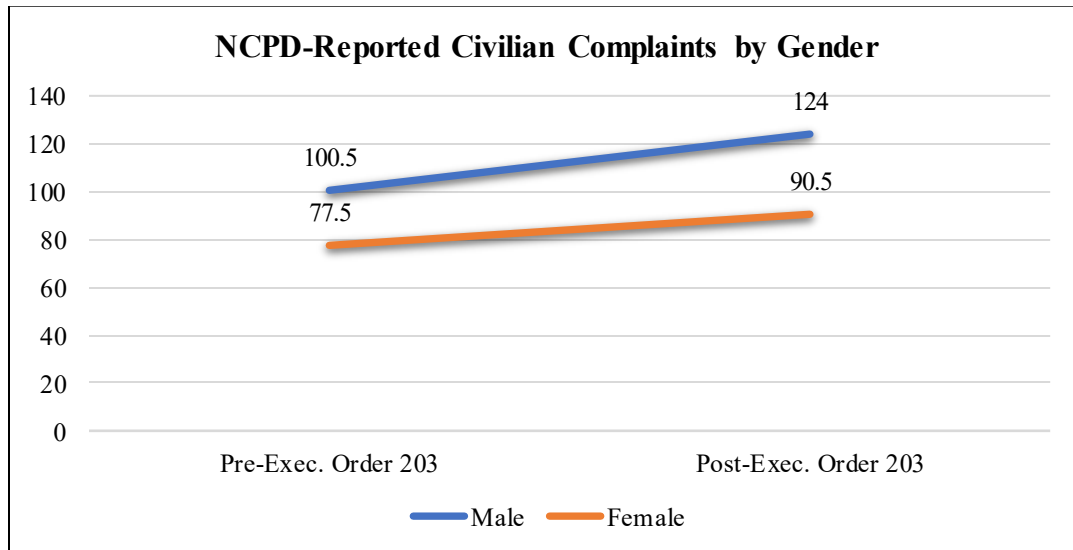
Paired Samples Statistics						
Gender			Mean	<i>N</i>	Std. Deviation	Std. Error Mean
Male	Complaints	Post-EO203	124.0000	2	52.32590	37.00000
		Pre-EO203	100.5000	2	7.77817	5.50000
Female	Complaints	Post-EO203	90.5000	2	55.86144	39.50000
		Pre-EO203	77.5000	2	14.84924	10.50000

The results of the Paired Samples *t*-Test below found no significant differences in the reported number of male complainants ( $p=0.678>0.05$ ) and female complainants ( $p=0.732>0.05$ ) against the NCPD before or after EO203, inferring that the state-mandated in-service training was not impactful.

**Table 47: Paired Samples Test – EO203\*Gender**

Paired Samples Test										
Gender			Paired Differences					t	df	Sig. (2-tailed)
			Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
						Lower	Upper			
Male	Complaints	Post-EO203 – Pre-EO203	23.50000	60.10408	42.50000	-516.51370	563.51370	.553	1	.678
Female	Complaints	Post-EO203 – Pre-EO203	13.00000	41.01219	29.00000	-355.47994	381.47994	.448	1	.732

**Figure 37: NCPD-Reported Civilian Complaints by Gender – EO203**



A Paired Samples *t*-Test was performed to analyze the race differences in reported civilian complaints against the NCPD during the study periods. From the Group Statistics Table below, the mean value of Asian complainants slightly decreased during post-EO203 ( $M=7$ ,  $SD=5.65$ ) when compared to pre-EO203 ( $M=7.5$ ,  $SD=3.53$ ). Pre-EO203

saw a higher mean value for black complainants ( $M=56.5$ ,  $SD=9.19$ ) than the post-EO203 period ( $M=38$ ,  $SD=9.89$ ). Hispanic complainants decreased post-EO203 ( $M=10.5$ ,  $SD=4.94$ ) when compared to the pre-EO203 period ( $M=14.5$ ,  $SD=.71$ ). White complainants observed the highest mean values of complaints during both the pre-EO203 period ( $M=99.5$ ,  $SD=20.51$ ) and post-EO203 ( $M=47$ ,  $SD=19.79$ ).

**Table 48: Paired Samples Statistics – EO203\*Race**

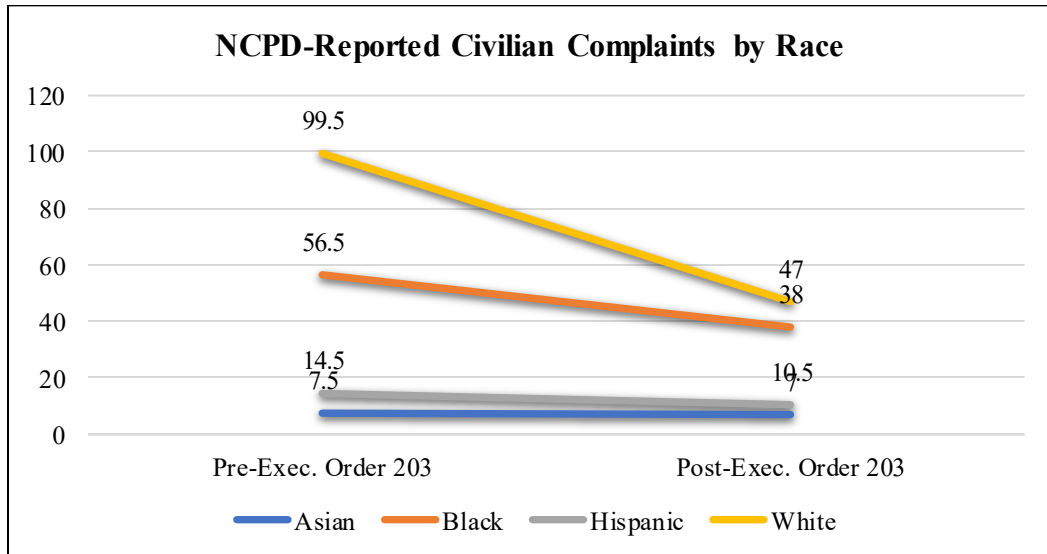
Paired Samples Statistics						
Race			Mean	<i>N</i>	Std. Deviation	Std. Error Mean
Asian	Complaints	Post-EO203	7.0000	2	5.65685	4.00000
		Pre-EO203	7.5000	2	3.53553	2.50000
Black	Complaints	Post-EO203	38.0000	2	9.89949	7.00000
		Pre-EO203	56.5000	2	9.19239	6.50000
Hispanic	Complaints	Post-EO203	10.5000	2	4.94975	3.50000
		Pre-EO203	14.5000	2	.70711	.50000
White	Complaints	Post-EO203	47.0000	2	19.79899	14.00000
		Pre-EO203	99.5000	2	20.50610	14.50000

The results of the Paired Samples *t*-Test below found no significant differences between the reported number of Asian ( $p=0.951>0.05$ ), black ( $p=0.401>0.05$ ), Hispanic ( $p=0.500>0.05$ ) civilian complainants. However, white ( $p=0.006>0.05$ ) civilian complainants showed a statistically significant difference during the study periods.

**Table 49: Paired Samples Test – EO203\*Race**

Paired Samples Test										
Race			Paired Differences					<i>t</i>	<i>d</i> <i>f</i>	Sig. (2-tailed)
			Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
						Lower	Upper			
Asian	Complaints	Post-EO203 – Pre-EO203	-.50	9.19239	6.50	-83.09033	82.09033	-.077	1	.951
Black	Complaints	Post-EO203 – Pre-EO203	-18.50	19.09188	13.50	-190.03376	153.03376	-1.370	1	.401
Hispanic	Complaints	Post-EO203 – Pre-EO203	-4.00	5.65685	4.00	-54.82482	46.82482	-1.000	1	.500
White	Complaints	Post-EO203 – Pre-EO203	-52.50	.70711	.50	-58.85310	-46.14690	-105.000	1	.006

**Figure 38: NCPD-Reported Civilian Complaints by Race – EO203**



## CHAPTER 5

### DISCUSSION

The purpose of this study was to identify if a relationship existed between the addition of newly hired police officers, their mandated in-service training, and civilian complaints filed by those within the communities they serve by asking the following research questions: (R<sub>1</sub>) How do newly hired police officers affect the number of civilian complaints received? and, (R<sub>2</sub>) How do police officers perceive the type of in-service police training received? To answer, this study measured new police hires within Nassau County who completed its NYS-mandated Basic Course for Police Officers, the impact of the 2021 NYS Executive Order 203 police reform in-service training, and its effect on civilian complaints.

The methodology utilized a mixed-methods approach with the analysis and reporting of this study divided into two sections. First, a multivariate analysis measured the relationships between the independent variable of new police officer hires and the dependent variable of civilian complaints. All available data on civilian complaints received from 2016 to 2019 using the self-published NCPD Complaint Reporting and Findings (Appendix D-L) was collected and quantified. Secondly, the Nassau County Post-Police Reform Training Survey (Appendix L) asked participants' responses to a mixed questionnaire of multiple-choice, yes/no, open-ended questions, and Likert Scale questions. The 100% response rate of the sampled 431 surveyed was analyzed and reported.

## **Questions & Hypotheses**

The literature on police hiring and civilian complaints is plentiful. However, the relationship between the two has not been examined. The literature is non-existent when complaints and hiring are looked at together. The relationship between civilian complaints and the gender of the complainants has also not been examined with only limited literature on each found. Again, the literature is non-existent when complainants' gender and their complaints are looked at together. Alternatively, gender in policing has been extensively examined in terms of diversification. Without exception, this study found gender gaps in training. The relationship between civilian complaints and the race of its complainants has been well documented and continues to be examined in terms of police use of force and abuse of authority. Previous studies have focused on race and ethnicity as predictors of complaints against police while others argue that socioeconomic issues are better predictors. The relationships between police training and arrests made, and, police training and reported crimes have been extensively measured and litigated. Following suit, this study measured the effect of post-2020 gubernatorial police reform training on arrests. This study also endeavored to measure the effect of post2020 bail reform police training on reported crimes.

To understand the Nassau County Police Department's performance in community satisfaction, the current study examined the complainant's gender and race. Additionally, the type of training received by NCPD officers following mandated reforms imposed by EO203, in terms of public interaction, was also examined through the following:

R<sub>1</sub>: How do newly hired police officers affect the number of civilian complaints received?

H<sub>1</sub>: There is a negative correlation between newly hired police officers and civilian complaints received.

H<sub>2</sub>: There is a positive correlation between the gender of complainants and civilian complaints received.

H<sub>3</sub>: There is a positive correlation between the race of complainants and civilian complaints received.

R<sub>2</sub>: How do police officers perceive the type of in-service police training received?

H<sub>4</sub>: There is a positive association between the type of in-service police training received and arrests made.

H<sub>5</sub>: There is a positive association between the type of in-service police training received and reported crimes.

**Research Question 1 (R<sub>1</sub>):**

Three hypotheses were used in their attempt to answer R<sub>1</sub>. H<sub>1</sub> had varied findings. In the preceding chapter, using Pearson's Correlation ( $r$ ), a negative correlation between hired police officers and civilian complaints received was found, and can conclude that if the number of recruits increases, the number of total complaints received will decrease.

However, this relationship was shown to be statistically insignificant ( $r=-.271$ ,  $p=0.729>0.05$ ) and unsupported by a preponderance of the data.

H<sub>2</sub> also had varied findings. From the preceding chapter, using an Independent  $t$ -Test, female complainants were found to file more civilian complaints than their male complainant counterparts. Male complainants have been shown to file civilian complaints

similarly to their female complainants. A positive correlative relationship between the gender of complainants and civilian complaints received was concluded to not exist as a dependency of the number of civilian complaints on gender could not be found.

However, this relationship was also shown to be statistically insignificant ( $p=0.075>0.05$ ) and was unsupported by a preponderance of the data.

Using a One-Way ANOVA ( $0.000<0.05$ ),  $H_3$  found significant differences in Chapter 4. Civilian complaints varied by different ethnicities, concluding that the number of filed civilian complainants is positively related to the ethnicity of the complainants. The results further concluded that black complainants ( $M=55.75$ ) are likely to file more civilian complaints whereas Asian complainants ( $M=5.75$ ) are least likely to file civilian complaints.

The three theories of Societal Security, Conflict Criminology, and Risk Management help explain  $H_3$ 's conclusions and its applications. Using societal security, it can be argued that when an individual is detained by law enforcement, the interaction can be perceived as a threat to that individual's identity and prompt a civilian complaint. According to O'Sullivan (2020), ethnic, religious, and minority groups can feel the most vulnerable during police interaction, fearing social injustice and neglect. Similarly, conflict theory explains the complaint arising from friction during police interaction when the complainant's ways clash with modern policing (Ramsay et al., 2020). Risk assessment provides a cost-benefit analysis to justify the investment to control or mitigate civilian complaints (Redmond, 2018). Risk management is a leadership approach to quality training, using commitments and policy to establish necessary funding, to minimize civilian complaints and maximize positive police interactions (Dion, 2020).



The potential costs associated with training are easily justified when the quantifiable goals of positive community interactions are identified and prioritized.

**Research Question 2 (R<sub>2</sub>):**

Two hypotheses were used in their attempt to answer R<sub>2</sub>. H<sub>4</sub> had varied findings in the preceding chapter. An Independent Samples *t*-Test found no statistically significant difference between the NYS DCJS Database ( $M=15095.17$ ) total number of arrests and the FBI UCR Database ( $M=18066.83$ ) total number of arrests ( $p=0.540>0.05$ ), concluding that a positive association between the type of police reform in-service police training received and the total number of arrests made did not exist and was unsupported by a preponderance of the data.

When compared by gender, a Tests of Between-Subjects Effects measured independent variables Database (NYS DCSJ/FBI UCR) and Gender and their interaction with *Database\*Gender* ( $F(1,24)=0.672$ ,  $p=0.422>0.05$ ) finding no significant impact on the total number of arrests, while gender ( $F(1,24)=21.256$ ,  $p=0.000<0.05$ ) significantly impacted the total number of arrests. Also, the interactive impact of *Database\*Gender* had no statistical significance on the total number of arrests ( $F(1,24)=0.064$ ,  $p=0.803>0.05$ ) and was unsupported by a preponderance of the data.

When compared by race, a Tests of Between-Subjects Effects found no significant impact of the independent variable Database on the total number of arrests ( $F(1,4)=3.837$ ,  $p=0.056>0.05$ ), while race significantly affected the total number of arrests ( $F(1,4)=36.183$ ,  $p=0.000<0.05$ ). The cumulative effect of both the independent variables *Database\*Race* is significant and collectively impacted the total number of arrests ( $F(1,4)=4.269$ ,  $p=0.005<0.05$ ), concluding that race and the database are determining

factors in the total number of arrests reported as supported by a preponderance of the data.

When compared by age, a Test of Between-Subjects Effect found no significant impact on the total number of arrests from the independent variable Database ( $F(1,10)=2.310, p=0.131>0.05$ ). Age ( $F(10,131)=11.767, p=0.000<0.05$ ) significantly impacted the total number of arrests, concluding that the age of those persons arrested is more likely to determine whether an arrest is made than the reporting source database as supported by a preponderance of the data.

H<sub>5</sub> also had varied findings from Chapter 4. A Paired Samples *t*-Test found no statistical significance ( $p=0.326>0.05$ ) when comparing the FBI UCR reported crimes and arrests made in 2019 ( $M=5214.20$ ) to 2021 ( $M=9410.6$ ). The significant increase in cases concludes that, according to the FBI, police reform training did not control or improve the crime rate. However, a statistically significant ( $p=0.026<0.05$ ) improvement in crime rates was found when comparing NYS DCJS reported crimes and arrests made in 2019 ( $M=12999.5$ ) to 2021 ( $M=9640$ ), concluding police reform training impacted crime rates as supported by a preponderance of the data.

### **Additional Findings**

#### **Survey Results:**

The Nassau County Post-Police Reform Training Survey offered an answer to the R<sub>2</sub> from the perspective of the practitioner, having sampled 431 Nassau County law enforcement professionals. The survey instrument, designed and validated by the researcher, asked volunteer participants to respond to a mixed questionnaire of multiple-choice, yes/no, open-ended questions, and Likert Scale questions. The response rate was

100% from 359 (83.3%) males, 59 (13.7%) females, and 13 (3%) preferred to not disclose their gender. Their self-reporting races were 337 (78.2%) white, 24 (5.6%) black, 16 (3.7%) Asian, 24 (5.6%) mixed race, and 27 (6.3%) did not disclose.

Participants also self-reported their ethnicity as 321 (74.5%) non-Hispanic or Latino, 62 (14.4%) Hispanic or Latino, 1 (0.2%) Jewish, and 42 (9.7%) preferring not to answer.

Respondents' law enforcement years of experience were clustered, 65 (15.1%) had 0-3 years, 151 (35%) had 4-10 years, 133 (30.9%) had 11-20 years, 67 (15.5%) had over 21 years, and 15 (3.5%) recently retired. Their current assignment in policing description was also clustered, 254 (58.9%) patrol, 64 (14.8%) supervision, 60 (13.9%) investigations, and 53 (12.3%) administrative. At the time of survey administration, 372 (86.3%) respondents were currently employed by NCPD with 40 (9.3%) currently employed by another law enforcement agency operating within the confines of Nassau County. Also, 121 (28.1%) were either hired by NCPD or another law enforcement agency within Nassau County after May 25, 2020, George Floyd's death.

Concerning training, 380 (88.2%) attended the NCPD-delivered in-service training after April 1, 2021, when Executive Order 203: NYS Police Reform & Reinvention Collaborative became effective. And, 68 (15.8%) became the subject of a civilian complaint after May 25, 2020, and 50 (11.6%) became the subject of a civilian complaint since attending the NCPD-delivered in-service training.

With respondent perceptions of susceptibility to becoming the subject of a civilian complaint after May 25, 2020, 166 (35.8%) strongly agreed, 114 (26.5%) agreed, 46 (10.7%) did not know, 41 (9.5%) disagreed, and 64 (14.8%) strongly disagreed. A crosstabulation analyzed perceptions of susceptibility to becoming the subject of a

civilian complaint after May 25, 2020, in respondents with 0-3, 4-10, 11-20, over 21 years of law enforcement experience, and retirees. The corresponding Chi-Square found a significant association ( $\chi^2=37.204, p=0.002<0.05$ ) between years of experience and susceptibility to becoming the subject of a civilian complaint after May 25, 2020, concluding that police officers with varying years of law enforcement experience strongly believe they are more likely to have a civilian complaint lodged against them since George Floyd's death.

With respondent perceptions on the effectiveness of the NCPD-delivered in-service training, 75 (17.4%) strongly agreed, 188 (43.6%) agreed, 75 (17.4%) did not know, 69 (16%) disagreed, and 24 (5.6%) strongly disagreed. A crosstabulation analyzed perceptions on the effectiveness of the NCPD-delivered in-service training in respondents with 0-3, 4-10, 11-20, over 21 years of law enforcement experience, and retirees. The corresponding Chi-Square found a significant association ( $\chi^2=39.904, p=0.001<0.05$ ) between years of experience and perceptions on the effectiveness the NCPD-delivered in-service training, concluding that police officers with varying years of law enforcement experience similarly agree that the in-service training was effective.

With respondent perceptions on the relativity and timeliness of the NCPD-delivered in-service training, 81 (18.8%) strongly agreed, 226 (52.4%) agreed, 53 (12.3%) did not know, 55 (12.8%) disagreed, and 16 (3.7%) strongly disagreed. A crosstabulation analyzed perceptions on the relativity and timeliness of the NCPD-delivered in-service training in respondents with 0-3, 4-10, 11-20, over 21 years of law enforcement experience, and retirees. The corresponding Chi-Square found a significant association ( $\chi^2=40.083, p=0.001<0.05$ ) between years of experience and perceptions of

the relativity and timeliness of the NCPD-delivered in-service training, concluding that police officers with varying years of law enforcement experience similarly agree that the in-service training was relative and timely.

With respondent perceptions on the NCPD-delivered in-service training preventing from becoming the subject of a civilian complaint, 55 (12.8%) strongly agreed, 105 (24.4%) agreed, 87 (20%) did not know, 109 (25.3%) disagreed, and 75 (17.4%) strongly disagreed. A crosstabulation analyzed perceptions on the NCPD-delivered in-service training preventing from becoming the subject of a civilian complaint in respondents with 0-3, 4-10, 11-20, over 21 years of law enforcement experience, and retirees. The corresponding Chi-Square found a significant association ( $\chi^2=33.163, p=0.007<0.05$ ) between years of experience and perceptions on the in-service training preventing from receiving a civilian complaint, concluding that police officers with varying years of law enforcement experience similarly agree that the in-service training will help prevent from receiving a civilian complaint.

With respondent perceptions on the NCPD-delivered in-service training improving community relations, 61 (14.2%) strongly agreed, 129 (29.9%) agreed, 106 (24.6%) did not know, 93 (21.6%) disagreed, and 42 (9.7%) strongly disagreed. With respondent perceptions on whether the NCPD-delivered in-service training can be improved upon, 79 (18.3%) strongly agreed, (47.4%) agreed, (18.8%) did not know, 54 (12.5%) disagreed, and 14 (3.2%) strongly disagreed. A crosstabulation analyzed perceptions on the NCPD-delivered in-service training improving community relations in respondents with 0-3, 4-10, 11-20, over 21 years of law enforcement experience, and retirees. The corresponding Chi-Square found a significant association ( $\chi^2=36.833,$

$p=0.002<0.05$ ) between years of experience and perceptions of the in-service training improving community relations, concluding that police officers with varying years of law enforcement experience differ in their belief that the in-service training will help improve community relations.

With respondent perceptions on whether the NCPD-delivered in-service training can be improved upon, 79 (18.3%) strongly agreed, 203 (47.4%) agreed, 81 (18.8%) did not know, 54 (12.5%) disagreed, and 14 (3.2%) strongly disagreed. A crosstabulation analyzed perceptions on whether the NCPD-delivered in-service training can be improved upon in respondents with 0-3, 4-10, 11-20, over 21 years of law enforcement experience, and retirees. The corresponding Chi-Square found no significant association ( $\chi^2=18.738, p=0.282<0.05$ ) between years of experience and perceptions on whether the in-service training can be improved, concluding that police officers with varying years of law enforcement experience differ in their belief that the in-service training will help improve community relations.

### **Floyd Treatment:**

A Paired Samples *t*-Test was used to find the statistical difference in civilian complaints received by NCPD officers during periods 2018-2019 and 2021-2022, before and after George Floyd's death on May 25, 2020, and filtered by gender and race. The results found the number of complaints preceding Floyd's death ( $M=447.00$ ) was a lesser mean value than following Floyd's death ( $M=455.00$ ). The statistically insignificant results ( $p=0.888>0.05$ ), and the increase in complaints received by officers, conclude that there is no difference or significant impact on civilian complaints from new NCPD officers hired on or about May 25, 2020, despite surveyed officers believing the in-

service training, or new hire initial police academy training, to be effective, relative, timely, and preventative.

A Paired Samples *t*-Test analyzed the gender differences in reported civilian complaints against the NCPD during the study periods, showing an increase in the mean value of male ( $M_{\text{before}}=100.5$ ,  $M_{\text{after}}=135.5$ ) and female ( $M_{\text{before}}=77.00$ ,  $M_{\text{after}}=107.00$ ) complainants following Floyd's death. The *t*-Test failed to find statistically significant differences in the reported number of male complainants ( $p=0.330>0.05$ ) and female complainants ( $p=0.540>0.05$ ) against the NCPD before or after Floyd's death, inferring that the number of civilian complaints made by males and females remains the same. The *t*-Test analyzed the race differences in reported civilian complaints against the NCPD during the study periods, among Asian ( $M_{\text{before}}=7.5$ ,  $M_{\text{after}}=6.5$ ), black ( $M_{\text{before}}=56.5$ ,  $M_{\text{after}}=46.5$ ), Hispanic ( $M_{\text{before}}=14.5$ ,  $M_{\text{after}}=14.0$ ), and white ( $M_{\text{before}}=99.5$ ,  $M_{\text{after}}=61.50$ ) complainants, finding no significant differences between the reported number of Asian ( $p=0.705>0.05$ ), black ( $p=0.430>0.05$ ), Hispanic ( $p=0.500>0.05$ ), and white ( $p=0.225>0.05$ ) civilian complainants before and after Floyd's death.

### **EO203 Treatment:**

A Paired Samples *t*-Test was used to find the statistical difference in civilian complaints received by NCPD officers during periods 2018-2019 and 2022-2023, before and after Executive Order 203 on April 1, 2021, and filtered by gender and race. The results of the Paired Samples *t*-Test show that the number of civilian complaints preceding EO203 has a lesser mean value ( $M=308.5.00$ ) than the complaints following EO203 ( $M=447.5$ ). The statistically insignificant results ( $p=0.453>0.05$ ), and the increase in complaints received by officers, conclude that the state-mandated in-service training

on or about April 1, 2021, had no significant impact on the susceptibility or prevention of receiving a civilian complaint, despite surveyed officers believing that the in-service training will improve community relations.

A Paired Samples *t*-Test analyzed the gender differences in reported civilian complaints against the NCPD during the study periods, showing an increase in the mean value of male ( $M_{\text{before}}=100.5$ ,  $M_{\text{after}}=124.00$ ) and female ( $M_{\text{before}}=77.00$ ,  $M_{\text{after}}=90.50$ ) complainants following EO203. The *t*-Test failed to find statistically significant differences in the reported number of male complainants ( $p=0.678>0.05$ ) and female complainants ( $p=0.732>0.05$ ) against the NCPD before or after EO203, inferring that the state-mandated in-service training was not impactful.

The *t*-Test analyzed the race differences in reported civilian complaints against the NCPD during the study periods, among Asian ( $M_{\text{before}}=7.5$ ,  $M_{\text{after}}=7$ ), black ( $M_{\text{before}}=56.5$ ,  $M_{\text{after}}=38$ ), Hispanic ( $M_{\text{before}}=14.5$ ,  $M_{\text{after}}=10.5$ ), and white ( $M_{\text{before}}=99.5$ ,  $M_{\text{after}}=47$ ) complainants, finding no significant differences between the reported number of Asian ( $p=0.951>0.05$ ), black ( $p=0.401>0.05$ ), and Hispanic ( $p=0.500>0.05$ ) civilian complainants before and after EO203, while white ( $p=0.006>0.05$ ) civilian complainants show statistical significance.

## **Respondent Feedback**

### **Negative Perception Theme:**

The open-ended questions in the survey offered respondents an opportunity to share their thoughts and provided this study with invaluable additional findings. Overall, most feedback towards the in-service training was found to be negative. The following anonymous respondent quotes represent the recurring negative perception theme:



- “A lot of the training the Department provides is probably more geared towards absolving themselves of future liability.”
- “The complaint I received after George Floyd reform isn’t relevant to the training received.”
- “NYS mandated this training [and,] as far as I’m concerned, since NYS understands nothing about how our [policing] job operates, they should not be the governing body deciding what and how this training is administered or if it’s even needed.”
- “Executive officers were not given training.”
- “I felt like the in-service class was just to cover the county.”
- “The in-service training was catered to police reform and is reactionary to the recent political and social developments. Training should be consistent no matter what the political environment is. Police are held to a higher standard.”
- “Training should be happening constantly, not just to meet State requirements. [The police department] does not want to provide that as training costs money.”

**Moral Injury Theme:**

Moral injury results from exposure critical life events that contradict deeply held moral beliefs altering previously held beliefs (Papazoglou, Bonanno, Blumberg, & Keese, 2019). Respondents articulated moral injury by describing their feelings of lack of support in policing through uninformed critiques and attacks on police decision-making. The following anonymous respondent quotes represent the recurring moral injury theme:

- “We can't do our jobs effectively knowing we have no support from both the state government nor the DOJ.”
- “NYS has made it entirely impossible for us to do our job with confidence. Anytime an officer has to go ‘hands-on’ with a defendant, it is another time he or she risks their retirement.”
- “The climate has only emboldened frivolous complaints with no accountability for them [the public].”
- “All complaints count against the cop, whether they're justified or not.”

**Political Bias Theme:**

The NYS Attorney General’s well-documented position on law enforcement includes proposing legislation limiting police use of deadly force. At the Attorney General’s request, the NYS Assembly introduced Bill S0661 which sought to amend Penal Law 35.30, Defense of Justification for police officers (Parker, Gianaris, & Hoylman, 2021). The bill would have raised the standard authorizing police use of deadly force. The following anonymous respondent quotes represent the recurring political bias theme:

- “[The] AG's office was granted the authority to initiate a complaint without cause or warrant. No training attended can prevent a clandestine AG.”
- “[How] easy it is for civilians to file [a complaint] and how it's encouraged.”
- “The training... was put in place to appease a state attorney general who admittedly does not respect law enforcement.”
- “NYS laws/policy creates hurdles to police effectively.”

### **Training Improvement Theme:**

Many participants were critical of the training and made suggestions to its improvement. Some suggestions were steeped in resentment, but most offered pragmatic and reasonable ideas easily implemented. The following anonymous respondent quotes represent the recurring training improvement theme:

- “Provide actual training on how to do our job in the current climate. Examine the CPL [Criminal Procedure Law] and current case law and give pointed and specific training on how to police in the current environment.”
- “Need more in-service training.”
- “Make it on a more consistent basis... [and] training should be [offered] more times per year.”
- “More time, more topics, [with] incentive to be there other than intrinsically.”
- “Training should include interactive role play scenarios in addition to classroom lectures.”
- “Ask the cops on the street and on the job in general what issues they come into contact with [sic].”
- “It would be helpful to have advice and legal interpretations from Legal [Bureau] and the District Attorney’s Office.”
- “I think they should teach us what to do in and how [sic] to react in certain situations. Also, show the typical TikTok posts that show people instigating police, tell us what our options are.”
- “Reviewing body camera footage from complaint [documented] incidents and discussing what could be done differently.”

- “Scenario-based situations, reassuring police officers they should still do their job, and reiterating that [the] Department will support them as long as they try to do what is right.”
- “Add role-playing exercises... [and] videos of difficult and non-compliant citizens.”
- “I would make certain that civilian complaints, regardless of whether they are founded or unfounded, were periodically reviewed and then incorporated into the ongoing training.”

**Community Affairs Theme:**

Frustrations with the community served were voiced as well. Many respondents felt the community’s views on modern policing are unrealistic, citing uneducated demands on police. The following anonymous respondent quotes represent the recurring community affairs theme:

- “Civilians need to be trained on how to act.”
- “More training with [the] community.”
- “Have other agencies and civilians speak at the training.”
- “Community relations are the responsibility of all members of the department, no matter their rank. Any one officer can have a major impact on these relations.”
- “I don't know if once-a-year in-service training can actually improve community relations.”
- “Try to devote more time and resources to learning about the perspectives of community members and individuals who exhibit differing perspectives of police officers and civil servants.”

- “There is no amount of training that will prevent civilians from complaining, based on prior opinions towards police.”
- “I would incorporate more training in how to deal with special needs people and emotionally disturbed people.”
- “We need more training on cultural competence and sensitivity... [I want to be] better aware of the community's needs.”

NCPD has implemented a mandatory annual online bias training titled “Changing Perceptions: A Fair and Impartial Policing Approach” with all members in compliance (Nassau County, 2022). Additionally, the NCPD Academy instructs on implicit bias for 16 hours, exceeding the MPTC mandate by 3 hours, and undergoes 20 hours of NYS DCJS Mental Health Curriculum (Nassau County, 2021). Community members are invited to speak at the academy to address recruits on common misconceptions and prejudices during Ethical Awareness Week (Nassau County, 2021).

**Media Bias Theme:**

Some respondents blamed the current work environment on biased information disseminated to the public by the media. Many respondents’ comments shared a distrust for the media in their coverage of policing. The following anonymous respondent quotes represent the recurring media bias theme:

- “I believe communities are brainwashed to put a complaint in, warranted or not.”
- “The public perception of policing through the media and other outlets, continues to push bad and negative narratives that, in many ways, no matter what we do, the public has many negative views on us.”
- “Train the public instead of us [police officers].”

- “Have an open forum to inform community members of police responsibilities.”

Incidentally, NCPD (n.d.-b) published the trifold, *What to do When Stopped by the Police* for distribution, in an attempt to help educate the community on safe police interactions. Additionally, NCPD offers a free 16-week Citizen’s Police Academy, allowing 35 Nassau residents to study police sciences and other specialty training.

### **Fear of Complaints Theme:**

Fear of civilian complaints was a major theme of the post-police reform training. Respondent fear was evident in their feedback, consistently stating how it has changed their approach to the profession. The following anonymous respondent quotes represent the recurring fear of complaints theme:

- “Made me aware how easy a false complaint can be made.”
- “How much a complaint can impact your career.”
- “The political climate has negatively impacted the capabilities of police to do their jobs effectively.”
- “It just imposes fear.”

### **Consequences Theme:**

Many participants noted the potentially dangerous consequence of civilian complaints on the visible shift in policing. The shift originates with the previous theme of fear that has led many police officers to alter how proactive they are. Most respondents that commented on the consequence of currently held beliefs have admitted to changing from a proactive policing model to reactionary policing. The following anonymous respondent quotes represent the recurring consequences theme:

- “Always have it in the back of their minds that a civilian complaint is oncoming. This can prevent officers from completing the assignments and put the public at harm. Even if the complaint is unfounded, it can lead to consequences from the State in the future and hinder [police] performance.”
- “Before I do my job, I think more about [potentially] getting complaints and how to avoid getting them.”
- “Most police officers expressed concerns of increased and unfair scrutiny, and are wary of increased police public encounters.”
- “We have to allow civilians to control a situation for fear of us losing our jobs.”
- “Many police officers [said] they feel more scared to do their jobs.”
- “Everyone has taken a more hands-off approach and people [police officers] are less likely to want to risk their careers or lives when no one will support [sic] them.”
- “The training has negatively impacted us by making us second guess ourselves, our decision making, our instincts, etcetera, for fear of winding up on the news, newspapers, or in the stand as a defendant which makes this job dangerous to us. The fear of [punishment] makes this job less effective and, at times, ineffective.”
- “It makes it impossible to do our jobs. We cannot police effectively. They are worried about the wrong things.”
- “Makes me afraid to do my job. The fear of punishment for good intentions isn't worth it.”
- “Good cops trying to do good police work get punished.”

- “Has made me want to do as little police work as possible. Getting a complaint is always on the back of my mind.”
- “Don't bother to get involved. Not worth [the] liability or personal risk. And since this [training, national] crimes has [sic] worsened. I now discourage young people from considering a career in law enforcement.”
- “Makes you second guess some situations for fear of being persecuted... and more hesitant to do my job.”
- “To avoid a complaint, simply be a reactive cop and not a proactive cop.”
- “Proactive policing is inherently dangerous due to the fact that it could lead to discipline, termination, civilian complaints, and lawsuits.”

One study did measure the extent of de-policing, or failure to act. Using 9/2020 and 06/2021 as their time study cutoffs following George Floyd's death, researchers found a statistically significant increase in police use of force following the immediate aftermath of protests (Koslicki, 2021).



## CHAPTER 6

### CONCLUSION

#### Limitations

There are significant limitations to this study warranting acknowledgment. First, in April 2019, NYS passed money bail reforms that changed procedures for pretrial detention, including a new presumption of release for all cases (Rempel & Rodriguez, 2020). The legislation was effective in January 2020 and saw amendments the following April. Bail reform curtailed the comprehensive and detaining arrest process to a simple appearance ticket. The recidivism rates of those released on appearance tickets have been heavily studied and reported. The legislation encouraged courts to release defendants while their cases are pending (Rempel & Rodriguez, 2020). The discouragement among police officers this caused has also been studied and reported, leading to lower total arrest numbers.

On March 21, 2021, the Marihuana Regulation and Taxation Act was signed into law, effectively creating the ‘Cannabis Law’ that decriminalized recreational use in NYS (Office of Cannabis Management, 2021). This historical event threatens the internal validity of the study as the arrest rates can be greatly affected. The presence of cannabis had previously given police within NYS pretext justification to conduct investigations that may lead to arrests. However, with the legalization of recreational cannabis use, investigations can no longer be initiated by its presence and therefore may have led to a decline in the total arrest numbers.

The historical event of NYS’ 2018 Raise the Age threatens the internal validity of the study. The threat of history refers to a specific historical event, other than the study’s

treatment, may be responsible for producing the results (Hagan, 2014). Raise the Age was enacted by the NYS Legislature to increase the age of criminal responsibility from 16 to 18 statewide (Poole & Green, 2020). This legislation had a major impact on arrests as 2016 saw nearly 3,000 youths jailed in NYS and 2020 experienced zero (Poole & Green, 2020). Raise the Age law clearly had a major impact on arrest numbers during the study period.

According to Hagan (2014), the factor of multiple treatment interference threatening the external validity of the study may make it difficult to isolate the specific combination of treatments, i.e. George Floyd's death or EO203, responsible for the resulting data. This study attempted to mitigate that threat by analyzing data specific to those periods, 2020 and 2021. It should be noted Floyd's death occurred the Wednesday preceding Memorial Day Weekend, the start of the season when law enforcement typically has its most interaction with the public. Similarly, EO203 became effective less than two weeks into the spring season, when law enforcement calls for service began to increase following a dormant winter, which may also lead to skewed arrest numbers.

When discussing policing and reported numbers, the dark figure of crime must be acknowledged. This study focuses on civilian complaints, those with a willingness to come forward, identify themselves, and file a formal complaint. The self-published complaint statistics cannot account for those mistrusting the police due to their immigration status. Nassau County has not had good experiences with its immigrant communities. On September 24<sup>th</sup> and 26<sup>th</sup>, 2007, Immigration and Customs Enforcement, in cooperation with NCPD, attempted to execute 96 administrative warrants in search of gang members (Bernstein, 2007). The operation resulted in over 90 arrests, most were

illegal immigrant workers with no criminal records, only 6 fugitives were apprehended, 3 had known gang affiliations, and 1 mistakenly arrested US citizen (Bernstein, 2007). Nassau County continues to see an influx of Asian and Hispanic immigrants, with populations of foreign-born communities outpacing others (NYIC & LILAC, 2022).

Another limitation discovered during the study is the flaws in the trusted governmental crime rates databases. Reported crime statistics for the same region were found to differ despite publishing based on the same sources. For example, in 2020, the FBI (2018) UCR reported 9,313 arrests occurred in Nassau County, while NYS DCJS (2022) reported 10,067. The variance in the numbers calls into question the legitimacy of the databases. Understandably the FBI's UCR relies on law enforcement agency volunteered reporting but still fails to differentiate offenses between felony or misdemeanor nor does it classify Hispanic and Latino offenders. However, if NYS DCJS collects arrest data during processing by quantifying fingerprinting and photographing, the same reporting law enforcement agency should be reporting the same number to the FBI. Quality control efforts should be made to ensure the accuracy of reporting. The breakdown in accurate reporting can hinder policymakers' efficacy when deciding on legislation.

The major limitation of this study is the restricted access to the costs associated with police personnel. Police salaries are public information and disclosed through labor contracts following negotiations with municipalities. The cost of training a new hire is not as easily found, nor is the price tag associated with training an entire police department. Also, budgeting for training that should require overtime, is not easily accounted for as police officers vary in their salaries due to their seniority. To conduct a

precise cost-benefit analysis, access to these costs would need to be granted to a researcher, or an actuary. Once these accurate figures are known, a true risk assessment can be measured against litigation settlements.

Finally, the external factor of reactivity threatened the external validity of the study. Hagan (2014) defines reactivity as artificial behavior produced by the respondent's awareness of being studied. The survey participant may have influenced their responses because of the researcher's direct request for participation. Additionally, the participant may have been hesitant to provide candid and truthful responses for fear of retribution from the researcher or the NCPD if their identity was discovered or revealed. Attempts to mitigate this culture of apprehension was to assure the participants of the anonymity of the responses collected and address all questions regarding privacy and confidentiality.

### **Implications**

The results of this study have made a significant contribution to the field in its unique measure of policing and civilian complaints and with politics as treatments. Existing literature on police hiring and civilian complaints is abundant but, the relationships explored in this study are not known to have been examined. Although, as previously discussed, the standout research is not without its limitations.

The NCPD is the twelfth largest municipal law enforcement agency (NYIC & LILAC, 2022). Therefore, the generalizability of this data is not limiting, and its results can be applied beyond this study. For instance, the neighboring Suffolk County Police Department. Newsday, a regional news media publication, found the lack of consistent training has cost Long Island taxpayers over \$165 million since 2000, in litigation alleging excessive force, false imprisonment, misconduct, and wrongful death (Maier,

2023); All trainable topics that can be covered frequently during in-service training. The Newsday investigation discovered that 75 lawsuit settlements and verdicts had occurred between 2000 and 2023 (Maier, 2023). According to Maier (2023), with Nassau and Suffolk counties combined, Long Island regularly sustained over 3 settlements per year.

Risk assessment necessitates providing a cost-benefit analysis to justify investments to mitigate risks (Redmond, 2018), as risk management is used to mitigate potential liability and risk exposures for public organizations (Archbold, 2005). From a cost-benefit analysis, relevant training, at a cost to municipalities, is offered more than once per year, and the 3.26 annual settlements would decrease. The cost of recurring training sessions via overtime compensation to the police officer for their additional appearances ensures patrol staffing is not reduced, jeopardizing public safety. Through the evidence-based practice of Principles of Learning, which utilizes the concepts of readiness, effect, repetition, primacy, recency, and intensity, the frequency of supplemental training will secure success for its students (Iannone et al., 2019).

The research has repeatedly shown that added resources need to be allocated to law enforcement, not less. Municipalities have reportedly started to reverse the national trend and are suffering the consequences of supporting the Defunding the Police movement. Since the aftermath of George Floyd's death, 47% of Americans have called for an increase in quantities of police, with Atlanta now facing a 60% increase in its murder rate with over 200 police officers short of their allotted budget (Anonymous, 2022).

The results also showed the importance of police understanding the communities they are tasked with serving. The need for quality training is apparent but, the question of

its frequency arises and its specificity to complaints being generated. Spanish is the second most used language in Nassau County following English. New York Immigration Coalition and the Long Island Language Access Coalition (2022) conducted a 94-phone call audit to various NCPD facilities by 7 bilingual testers requesting language assistance or information. The callers failed 44 times to receive service for a 46.8% failure rate (NYIC & LILAC, 2022). Civilian complaints will continue to occur without frequent and specific training to learn needed communication and understanding of those served and protected.

### **Recommendations**

Police reform has previously failed because of the tendency to implement reactionary mandates, the reliance on non-aspirational procedures, and the lack of evidence-based policies (Engel, Isaza, & McManus, 2022). Future case studies can focus on police department training that is proactive, with attainable goals, and supported by research. It would be beneficial to see the results of non-politically driven training from police executives focused on their officers' capacity to understand their community members.


Future studies should endeavor to gain access to police department budgeting for training. In addition, access should simultaneously be requested for municipality settlement payout documentation. Access granted to both will allow researchers to perform true and accurate risk assessments. Once those figures are available to the researcher, the subsequent analysis can be quantified and offered to policymakers and police budgeting executives in hopes that sufficient resources are allocated to where the analysis indicates.

Another future study recommendation is to sample civilian complaints received by a police department and reinterview the complainants. The information sought from those interviews could prove invaluable as they will offer raw feedback as to what prompted those complaints. Researchers can ask complainants on how best the police officer in question could have handled the situation while still conducting enforcement. Questioning complainants from a non-police, unbiased perspective could provide actionable data that could translate to quality and relatable in-service training.

Finally, one future study should focus on communication between police and foreign language-speaking community members. A second language requirement of police officers upon hiring is not feasible. However, training to mitigate that obstacle is attainable through training. The data shows Hispanics are the third most likely to file a civilian complaint against police. Without further access to actual detailed complaints, the inability to communicate effectively between the police officer and the Spanish-speaking complainant is presumed to be the root of the complaint. In collaboration with language access experts and reputable organizations, an annual in-person comprehensive language access training for the NCPD should be developed (NYIC & LILAC, 2022).

## APPENDICES

### Appendix A: NCPD Procedure on Civilian Complaint Investigations

 Nassau County Police Department		<b>Department Procedure</b>	
PROCEDURE TITLE	PROCEDURE NUMBER	REVISION	
<b>Civilian Complaint Investigations</b>	ADM 1211	2	
<b>POLICY</b>	The policy of the Police Department is to promptly and thoroughly investigate complaints and allegations of misconduct made against Members of the Department. The Department will accept all complaints of misconduct, investigate them to determine their validity, and take necessary steps to correct deficiencies in the member's behavior or Department procedures and practices.		
<b>PURPOSE</b>	To establish procedures for accepting, documenting, and investigating civilian complaints made against Members of the Department.		
<b>DEFINITIONS</b>	<p><b>Civilian complaint:</b> a complaint alleging that a Member of the Department has committed an act or omission, in violation of Department Rules, including, but not limited to:</p> <ol style="list-style-type: none"> <li>1. <b>excessive use of force:</b> the complaint alleges that force used by the member was in excess of what would be reasonable, justifiable and proper in accordance with department training, procedures and established laws,</li> <li>2. <b>false arrest:</b> the complaint alleges that the custody or restraint of a person's liberty was improper or violated a person's civil rights,</li> <li>3. <b>improper tactics/procedures:</b> the complaint alleges that the member's conduct was unjust, improper or violated established agency directives or training,</li> <li>4. <b>neglect of duty:</b> the complaint alleges a failure to take required, dutiful or expected action,</li> <li>5. <b>police impersonation:</b> the complaint alleges that a civilian, including an unsworn member of the Department, pretends to be a police officer or other law enforcement officer and expresses, in words or deed, that he or she is acting with the authority or the approval of the police department,</li> <li>6. <b>racial/ethnic bias:</b> the complaint alleges that the actions taken by the member were precipitated or based solely on the race or ethnicity (perceived or actual) of the person(s) involved,</li> <li>7. <b>unlawful conduct:</b> the complaint alleges that the member engaged in conduct that constitutes an illegal act outlined in statutes, criminal or civil codes,</li> <li>8. <b>unprofessional conduct or attitude:</b> the complaint alleges that the member's conduct, bearing, language or attitude were inappropriate, unprofessional and not in keeping with the standards of the department,</li> <li>9. <b>violation of Department Rules:</b> the conduct alleged violates current Department Rules as outlined in the Department Manual, Notifications and Orders,</li> <li>10. other conduct which reflects negatively upon the member or the Department.</li> </ol> <p><b>Note:</b> Unless it is determined <b>immediately</b> that an actual law enforcement officer is the subject of the allegation, a civilian complaint of police impersonator will be prepared in addition to a case report.</p> <p><b>Complaint finding:</b> the determination reached at the conclusion of a civilian complaint investigation:</p> <ol style="list-style-type: none"> <li>1. <b>Founded:</b> sufficient evidence exists to prove the allegation.</li> <li>2. <b>Unfounded:</b> the allegation is false or not factual.</li> </ol>		
ISSUING AUTHORITY	SIGNATURE	EFFECTIVE DATE	PAGE
Commissioner	Patrick J. Ryder	11/18/2020	1 of 9



## Civilian Complaint Investigations

ADM 1211 2

3. **Undetermined:** insufficient evidence to either prove or disprove the allegation.
4. **Exonerated:** the incident did occur, but the actions of the accused were justified, lawful, and proper.

**Command Internal Affairs Liaison:** The supervisor in the investigating command designated by the Commissioner of Police or Division Chief as the primary contact and coordinator for the Internal Affairs Unit (IAU).

**Investigating command:** the command responsible for investigating civilian complaints, determined as follows:

1. Internal Affairs Unit will be the investigating command when directed by the Commissioner of Police, or as otherwise determined by the Commanding Officer (CO) of IAU or Professional Standards Bureau.
2. the member's assigned command will be the investigating command when one member, or multiple members from the same command, are the subject of the complaint.
3. the command in charge of an incident or detail will be the investigating command when multiple members from different commands are the subjects of the complaint.

### SCOPE

All Members of the Department.

### SOURCES

International Association of Chiefs of Police (IACP) Model Policy (Investigation of Allegations of Employee Misconduct)

### RULES

1. Members of the Department will immediately notify a supervisor upon receiving a request to file a civilian complaint.

### REPLACES

ADM 1211, Revision 1, dated 08/07/2009

### PROCEDURE

#### A. Receiving the Complaint

#### Member of the Department

1. *Receives* a complaint, including an anonymous or third party complaint, in any of the following ways:
  - a. in person,
  - b. by telephone,
  - c. by mail,
  - d. via e-mail,
  - e. via department website complaint submission.

#### Supervisor

2. *Immediately notifies* a Supervisor of the complaint.
3. *Explains* the procedure for filing a complaint and *provides* the complainant, if present, with the Public Advisory "Compliment or Complaint" pamphlet.
4. *Interviews* the complainant or *reviews* the details of a written complaint to determine the following:
  - a. the nature and details of the conduct alleged, *and*
  - b. the identity of:
    - (1) the complainant, unless anonymity is requested,
    - (2) the subject of the complaint,
    - (3) the witnesses.
5. If the conduct alleged does not constitute a civilian complaint [See Definition], *resolves* the complaint. [End of Procedure]

## Civilian Complaint Investigations

ADM 1211 2

	<p><b>Note:</b> An example of a complaint that can be resolved immediately is a complaint about the receipt of a traffic ticket. If the person is complaining about the officer's conduct, a civilian complaint investigation will be commenced. If the person is present to argue his innocence, no civilian complaint investigation will be commenced, and the person should be directed to traffic court by the supervisor.</p>
Supervisor	<p>6. If the complaint <b>does</b> constitute a civilian complaint, <i>enters</i> the complaint information in the Blue Team Complaint Tracking Program.</p> <p><b>Note:</b> The Citizen Complaint Report can be accessed through the Blue Team Link on the intranet homepage. Choose "add new incidents" and then choose "Citizen Complaint" as the incident type.</p>
CB Supervisor	<p>7. If there is an allegation of a possible police impersonation complaint received at Communications Bureau and the Supervisor is a civilian:</p> <ol style="list-style-type: none"><li><i>takes</i> the following information from the complainant:<ol style="list-style-type: none"><li>location of incident,</li><li>name of complainant,</li><li>call back number</li></ol></li><li><i>advises</i> the complainant they are being transferred to the Desk Officer of the precinct of occurrence,</li><li><i>gives</i> the phone number of the precinct of occurrence in case they are disconnected,</li><li><i>transfers</i> the call to the Desk Officer of the precinct of occurrence and <i>remains</i> on the line to ensure the transfer was successful. <b>[End of Procedure]</b></li></ol>
Supervisor	<p>8. If there is an allegation of a possible police impersonator and it is determined that:</p> <ol style="list-style-type: none"><li>the subject <b>is not a Force</b> member of the Nassau County Police Department:<ol style="list-style-type: none"><li><i>prepares</i> a Blue Team Police Impersonation Complaint,</li><li><i>prepares</i> a case report for further investigation by the Detective Division,</li></ol></li><li>the subject <b>is a Force</b> member of the Nassau County Police Department:<ol style="list-style-type: none"><li><i>investigates</i> the incident,</li><li><i>documents</i> a civilian complaint if there is an allegation of misconduct. <b>[Go to step A.11]</b></li></ol></li><li>the subject is identified as a member of another law enforcement agency:<ol style="list-style-type: none"><li><i>investigates</i> the incident,</li><li><i>documents</i> a For Other Authority (FOA) complaint via Blue Team if there is an allegation of misconduct, <b>[go to step A.10]</b></li><li><i>directs</i> further investigation if there is an allegation of unlawful conduct.</li></ol></li><li>the person remains unidentified, or is identified and <b>is not</b> a police officer with any agency:<ol style="list-style-type: none"><li><i>directs</i> an appropriate investigation,</li><li><i>prepares</i> a Police Impersonator Case Report,</li></ol></li></ol>

PAGE 3 of 9

- (3) *enters* a complaint into Blue Team *whether or not* a civilian requests a complaint be documented.
- Note:** When entering a police impersonation incident into Blue Team, choose *Police Impersonator* instead of *Citizen Complaint* in the Complaint Type drop-down menu. Use complainant's name and enter any other witnesses to the event. For Subject Officer, search by NAME, enter IMPERSONATOR, and SELECT the Impersonator from the search list. ADD allegation OTHER-POLICE IMPERSONATOR from the drop-down menu.
- Desk Officer**
- 9. *Forwards* all case reports for police impersonator to the appropriate precinct squad for follow-up investigation, *whether or not* a civilian request an arrest.
- Supervisor**
- 10. If the complainant or the subject of the complaint, including arrests, is a member of another law enforcement agency,
    - a. *records* any available information on PDCN Form 360, Civilian Complaint Report Worksheet, if necessary, indicating For Other Authority (FOA) but *without* obtaining a civilian complaint number,
    - b. *chooses* For Other Authority (FOA) instead of Citizen Complaint, and *enters* complaint into Blue Team,
    - c. *enters* the member of another law enforcement agency as appropriate as either:
      - (1) Reporting Person/Citizen (*do not* select officer) *or*,
      - (2) Citizen Witness, if the subject.
    - d. *selects* "Role" on the Incident Links screen under outside agency member's name and *selects* Outside Agency Member, from the drop-down menu,
    - e. *notifies* the outside agency member's department immediately if the member is arrested and/or firearms need to be secured,
    - f. *refers* the complainant to the outside agency, in addition to completing an FOA Blue Team complaint,
    - g. *emails* the following to the IAU Complaint Mailbox:
      - (1) *signed* copy of the Blue Team FOA,
      - (2) case and/or arrest report, as well as all related documentation, if applicable,
      - (3) DCJS 3221, NYS Domestic Incident Report, if applicable. **[End of Procedure]**
  - 11. *Determines* if the conduct alleged in the civilian complaint involving a Department member constitutes any of the following:
    - a. criminal conduct,
    - b. excessive use of force with a complaint of physical injury,
    - c. conduct, that by its nature or in context, is likely to stimulate intense community concern or reaction.
  - 12. If the conduct alleged *does not* constitute any of the items listed in step A11, **[Go to Section B]**.
  - 13. If the conduct alleged *does* constitute any of the items listed in step A11, *notifies* the Commanding Officer.

## Civilian Complaint Investigations

ADM 1211 2

Supervisor	14. <i>Initiates</i> the Administrative Duty Coverage Procedure, if after hours. [See ADM 2010]
	15. <i>Notifies</i> IAU, <ol style="list-style-type: none"><li>at the direction of the Commanding Officer or Duty Inspector, <i>or</i></li><li>if the circumstances are such that a delay might compromise the investigation.</li></ol>
	16. <i>Documents</i> the notifications in command electronic blotter.
Duty Inspector	17. <i>Notifies</i> the Commanding Officer, if not already notified.
Commanding Officer/ Duty Inspector	18. <i>Notifies</i> the Division Chief or Duty Chief.
Division Chief/Duty Chief	19. <i>Notifies</i> the Chief of Department, or if unavailable, the Commissioner of Police.
Chief of Department	20. <i>Reviews</i> the complaint with the Division Chief and <i>notifies</i> the Commissioner of Police.
Commissioner of Police	21. <i>Evaluates</i> the complaint and <i>directs</i> IAU to conduct the investigation.
	<b>B. Documenting the Complaint</b>
Supervisor	1. <i>Obtains</i> all the pertinent information utilizing, if necessary, a PDCN Form 360, Civilian Complaint Report Worksheet to record information.
	2. <i>Makes every attempt</i> to identify any involved, unidentified member(s) including, but not limited to, the review of: <ol style="list-style-type: none"><li>roll calls,</li><li>CAD/GPS systems,</li><li>any other department databases.</li></ol>
	3. <i>Collects and preserves</i> any physical evidence.
	<b>Note:</b> Preservation of physical evidence would include photographs of any alleged injuries.
	4. <i>Takes</i> a written statement from the complainant utilizing PDCN Form 32B, Supporting Deposition.
	5. <i>Calls</i> the CB Operations Desk Supervisor for the next civilian complaint number.
CB Operations Desk Supervisor	6. <i>Records</i> the Supervisor's name, serial number and command in the complaint tracking logbook.
	7. <i>Issues</i> a civilian complaint number to the Supervisor.
Supervisor	8. <i>Advises</i> the complainant he/she will be contacted within three (3) business days by a supervisor, and <i>gives</i> them the civilian complaint number.
	9. If the complainant is present, <i>prepares</i> PDCN Form 362, Civilian Complaint Information Card, and <i>gives</i> it to the complainant.
Supervisor	10. <i>Enters</i> the complaint information in Blue Team.
	<b>Note:</b> The Citizen Complaint Report can be accessed through the Blue Team Link on the intranet homepage. Choose "add

<p><b>Supervisor</b></p>	<p>new incidents” and then choose “Citizen Complaint” as the incident type.</p> <p>11. <i>Records</i> pertinent information in Blue Team.</p> <p><b>Note:</b> Such information should include the Supervisor’s observations of the complainant or any other information which would be useful to the Investigating Supervisor. (e.g. the complainant’s apparent intoxication, the presence or absence of injuries and the reported level of pain and the emotional state of complainant.)</p> <p>12. <i>Prints and signs</i> the Citizen Complaint Summary.</p> <p>13. <i>Emails</i> a signed copy of the Citizen Complaint Summary and any other relevant paperwork to:</p> <ol style="list-style-type: none"> <li>IAU Complaint Mailbox,</li> <li>the Division Chief, TOC, of the subject’s command.</li> </ol>
<p><b>Division Chief</b></p>	<p>14. <i>Reviews</i> the Citizen Complaint Summary and related paperwork.</p> <p>15. <i>Forwards</i> the originals to the Chief of Department.</p>
<p><b>Chief of Department</b></p>	<p>16. <i>Reviews</i> the Citizen Complaint Summary and related paperwork.</p>
<p><b>IAU Personnel</b></p>	<p>17. <i>Records</i> the details of the complaint in the IAU complaint log for review by the Commanding Officer.</p>
<p><b>IAU Commanding Officer</b></p>	<p>18. <i>Ensures</i> entry of the complaint information into the complaint tracking database.</p> <p>19. <i>Reviews</i> the Citizen Complaint Summary and <i>confers</i> with the Commanding Officer, Professional Standards Bureau, on any complaint he/she believes IAU should investigate.</p> <p>20. For all police impersonator complaints, <i>directs</i> an IAU Supervisor to monitor and coordinate with the assigned DD command.</p> <p>21. <i>Reviews</i> the Citizen Complaint Summary, <b>and:</b></p> <ol style="list-style-type: none"> <li><i>sets</i> a 30-day due date for completion,</li> <li><i>forwards</i> a copy to the investigating command, TOC, <b>and</b></li> <li><i>files</i> the original.</li> </ol> <p>22. <i>Assigns</i> case for investigation.</p>
<p><b>Commanding Officer Investigating Command</b></p>	<p><b>C. Investigating the Complaint</b></p> <p>1. <i>Reviews</i> the Citizen Complaint Summary and related paperwork.</p>
<p><b>Commanding Officer Investigating Command</b></p>	<p>2. <i>Reviews</i> relevant personnel records of the member who is the subject of the complaint to determine, among other things, if a pattern of similar complaints exists</p> <p>3. <i>Assigns</i> the Command Internal Affairs Liaison [<b>See Definition</b>] to contact the complainant and <i>assigns</i> a supervisor who will conduct the investigation.</p> <p><b>Note:</b> Complainant will be contacted within 3 business days.</p>

## Civilian Complaint Investigations

ADM 1211 2

Investigating  
Supervisor

4. *Initiates* the investigation.
5. *Reviews* the Citizen Complaint Summary and other related paperwork.
6. *Contacts* the complainant as soon as practical after receipt of the complaint and *re-interviews*, if necessary.
7. *Conducts* a canvass, if necessary.
8. *Interviews* the following:
  - a. civilian witnesses,
  - b. police witnesses.
9. *Obtains* statements from civilian witnesses when appropriate.
10. *Collects* and *preserves* evidence not previously collected, such as:
  - a. photographs of the complainant,
  - b. photographs of location, if appropriate,
  - c. audio recordings of radio transmissions relating to the incident,
  - d. any related video footage.
11. *Interviews* the member who is the subject of the complaint.
12. *Notifies* the Commanding Officer when it is determined that members from other commands are involved.

Commanding Officer  
Investigating  
Command

13. *Notifies* the Commanding Officer(s) of those secondary commands.

Commanding Officer  
Secondary Command

14. *Assigns* the Command Internal Affairs Liaison to assist in the investigation.

Command Internal  
Affairs Liaison/  
Commanding Officer  
Secondary Command

15. *Assists* in the investigation and *forwards* any relevant paperwork to the investigating supervisor of the investigating command.

Investigating  
Supervisor

16. *Evaluates* all the information collected during the investigation.
17. *Notifies* the Command Internal Affairs Liaison if:
  - a. the investigation is complex or of a serious nature, *or*
  - b. the investigation will take more than 30 days to complete.

Command Internal  
Affairs Liaison

18. *Monitors* the status of civilian complaint investigations to ensure timely completion.
19. *Notifies* the Commanding Officer and IAU if the investigation will go beyond the assigned due date.

Commanding Officer

20. *Monitors* the status of civilian complaint investigations to ensure a thorough investigation and timely completion.

## Civilian Complaint Investigations

ADM 1211 2

	<b>D. Complaint Findings</b>
Investigating Supervisor	1. <i>Concludes</i> the follow-up investigation with a complaint finding. [See Definition]
	2. <i>Prepares</i> PDCN Form 361, Civilian Complaint Disposition.
	<b>Note:</b> The Investigating Supervisor must address the original allegation and not change the allegation when preparing PDCN Form 361. The narrative can be used to explain any pertinent details.
Command Internal Affairs Liaison	3. <i>Forwards</i> PDCN Form 361 to the Command Internal Affairs Liaison.
Commanding Officer Investigating Command	4. <i>Reviews</i> PDCN Form 361 and <i>confers</i> with Commanding Officer for disposition approval.
Command Internal Affairs Liaison	5. <i>Reviews</i> the complaint findings and <i>confers</i> with the Investigating Supervisor if any discrepancies exist.
	6. <i>Approves</i> the complaint findings and <i>signs</i> PDCN Form 361.
	7. <i>Contacts</i> the complainant with the results of the investigation, <b>and:</b>
	a. <i>asks</i> the complainant if they are satisfied with the investigation and the complaint finding, <b>and</b>
	b. <i>records</i> results of complainant contact on PDCN Form 361.
	8. <i>Forwards</i> PDCN Form 361 and related paperwork to the Commanding Officer.
	9. <i>Forwards</i> a copy of PDCN Form 361 to the member's Immediate Supervisor.
Investigating Supervisor	10. <i>Notifies</i> the member of the results of the investigation.
Commanding Officer Investigating Command	11. <i>Forwards</i> the following:
	a. the original PDCN Form 361 to the Chief of Department, TOC, with a copy of the citizen complaint summary.
	b. a copy of PDCN Form 361 to any other subject member's Commanding Officer,
	12. <i>Maintains</i> a file in the investigating command, containing the following:
	a. a copy of the Citizen Complaint Summary,
	b. a copy of PDCN Form 361,
	c. all related documents and evidence.
	13. If retraining or disciplinary action is required, <i>initiates</i> appropriate procedures.
	14. <i>Reviews</i> any relevant policies, procedures and training practices to determine if revisions are warranted.
Division Chief	15. <i>Reviews</i> and <i>signs</i> PDCN Form 361.
Chief of Department	16. <i>Forwards</i> PDCN Form 361 to the Chief of Department.
	17. <i>Reviews</i> and <i>signs</i> PDCN Form 361.

**Civilian Complaint Investigations**

ADM 1211 2

Chief of Department	18. <i>Forwards</i> PDCN Form 361 to Commanding Officer Professional Standards Bureau (PSB).
Commanding Officer PSB	19. <i>Reviews</i> and <i>signs</i> PDCN Form 361. 20. <i>Forwards</i> PDCN Form 361 to IAU.
Commanding Officer IAU	21. <i>Reviews</i> and <i>signs</i> PDCN Form 361. 22. <i>Ensures</i> that: a. the complaint findings are entered into the complaint tracking database, <i>and</i> b. the original PDCN Form 361 is filed.



## Appendix B: NCPD 2016-2020 Complaints Reported & Founded by Type



### Nassau County Police Department Complaint Reporting and Findings



NCPD estimates having at least 1 million public interactions each year. When comparing the total number of complaints each year to the number of public interactions, complaints are made in less than .05% of all interactions.

#### Complaints Reported by Type

Year	Total Complaints	Excessive Force	Improper Tactics	Unlawful Conduct	Unprofessional Conduct	False Arrest	Neglect of Duty	Racial / Ethnic Bias	Other	Early Intervention Warnings
2016	507	24	186	11	203	2	14	15	52	48
2017	434	19	145	14	183	2	11	6	54	36
2018	438	18	145	24	206	6	23	8	8	41
2019	456	11	172	26	175	4	10	24	34	37
2020*	291	16	101	11	109	5	7	7	35	23

\* 2020 - YTD through 10/05/2020

#### Founded Complaints

	2016	2017	2018	2019	2020*
Excessive Force	0	0	0	0	0
Improper Tactics	30	16	26	21	3
Unlawful Conduct	2	4	13	10	0
Unprofessional Conduct	17	25	21	16	5
False Arrest	0	0	0	0	0
Neglect of Duty	0	1	2	2	1
Racial/Ethnic Bias	1	0	0	0	0
Other	12	29	26	46	3
<b>Total Founded Allegations</b>	<b>62</b>	<b>75</b>	<b>88</b>	<b>95</b>	<b>12</b>
<b>Total Allegations</b>	<b>699</b>	<b>621</b>	<b>687</b>	<b>684</b>	<b>372</b>
<b>Percent Founded</b>	<b>8.87%</b>	<b>12.08%</b>	<b>12.81%</b>	<b>13.89%</b>	<b>3.23%</b>

## Appendix C: NCPD 2016-2020 Complaints by Race & Gender



### Nassau County Police Department Complaint Reporting and Findings



#### Complaints by Race and Gender

Year	# Complaints	Race	Male	Female	Total	Undisclosed/other Gender or Race:
2016	507	Asian	1	4	5	317
		Black	35	26	61	
		Hispanic	9	9	18	
		White	50	56	106	
2017	434	Asian	2	1	3	262
		Black	25	24	49	
		Hispanic	8	5	13	
		White	57	50	107	
2018	438	Asian	3	2	5	255
		Black	26	24	50	
		Hispanic	8	6	14	
		White	58	56	114	
2019	456	Asian	8	2	10	283
		Black	41	22	63	
		Hispanic	7	8	15	
		White	50	35	85	
2020*	291	Asian	2	1	3	217
		Black	13	11	24	
		Hispanic	3	6	9	
		White	21	17	38	

\*2020 - YTD through 10/05/2020

**\*\*NCPD does not require a complainant to disclose their race or gender when filing a complaint**

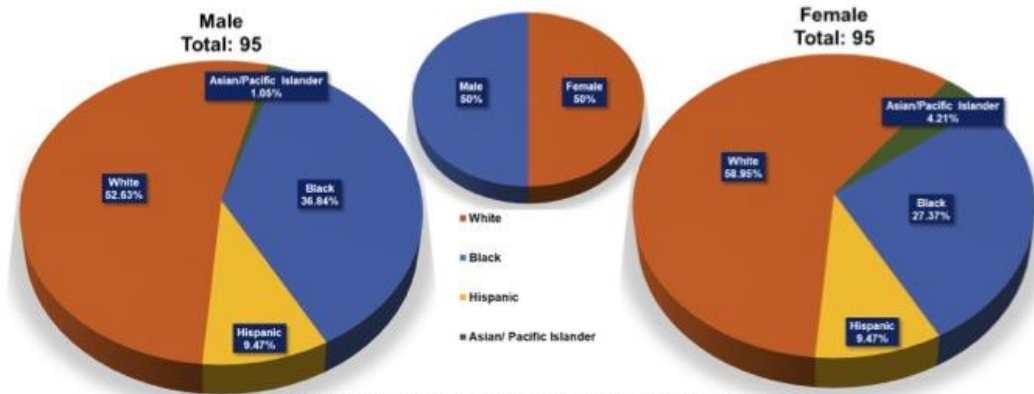
**Appendix D: NCPD 2016 Complaint Reporting & Findings**



**Nassau County Police Department  
Complaint Reporting and Findings**



**2016 Complaints Reported By Race and Gender**



\*Total Complaints Reported 507 = Male + Female + 317 Unknown

	White	Black	Hispanic	Asian/Pacific Islander
Male:	50	35	9	1
Female:	56	26	9	4

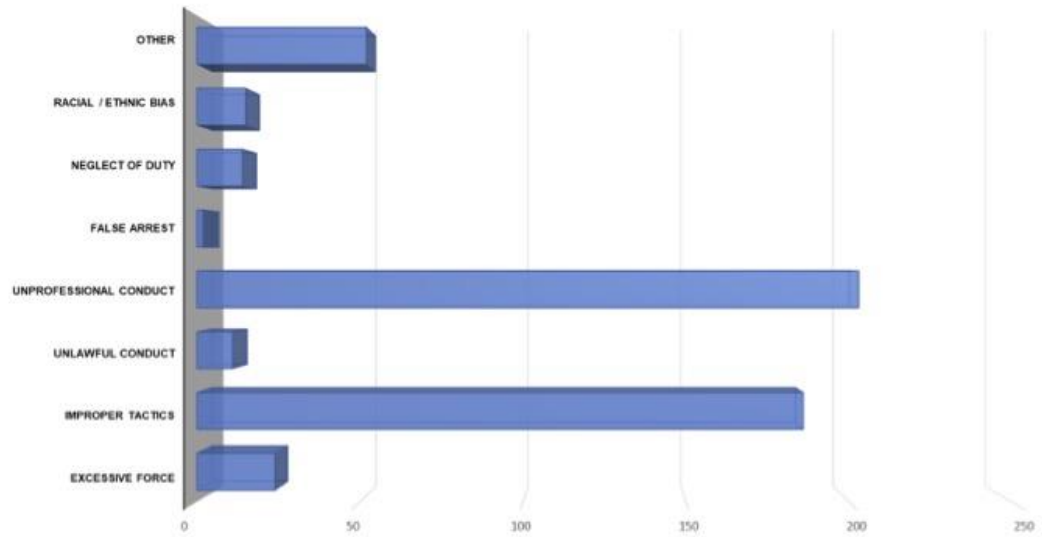
\*\*NCPD does not require a complainant to disclose their race or gender when filing a complaint



# Nassau County Police Department Complaint Reporting and Findings



## 2016 Total Allegations

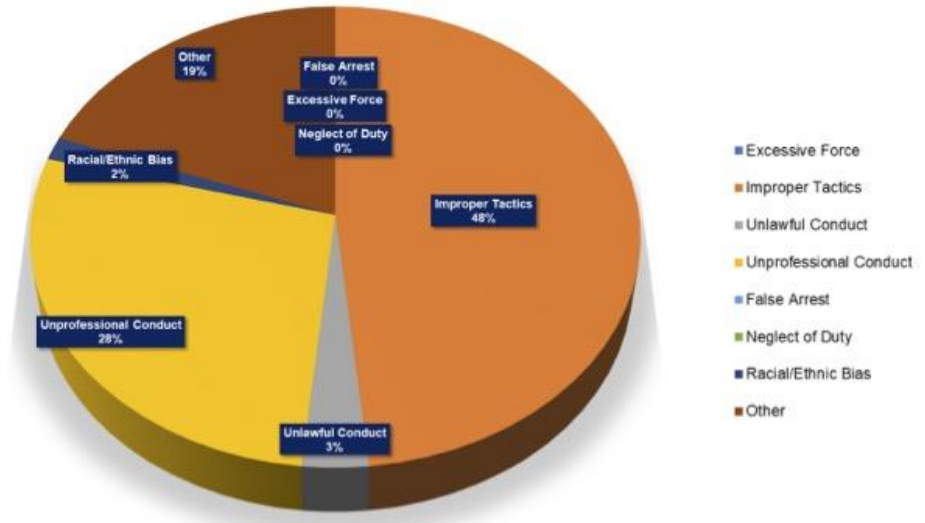




# Nassau County Police Department Complaint Reporting and Findings



## 2016 Founded Allegations

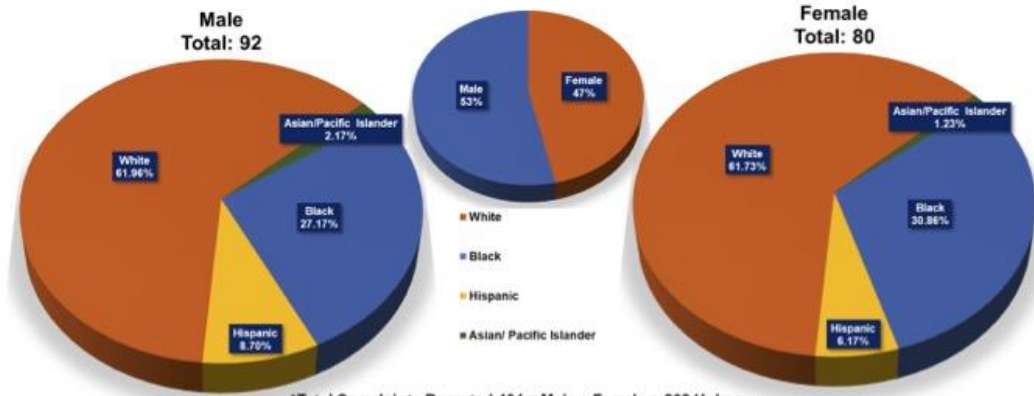


Appendix E: NCPD 2017 Complaint Reporting & Findings



Nassau County Police Department  
Complaint Reporting and Findings

2017 Complaints Reported By Race and Gender



\*Total Complaints Reported 434 = Male + Female + 262 Unknown

	White	Black	Hispanic	Asian/Pacific Islander
Male:	57	25	8	2
Female:	50	24	5	1

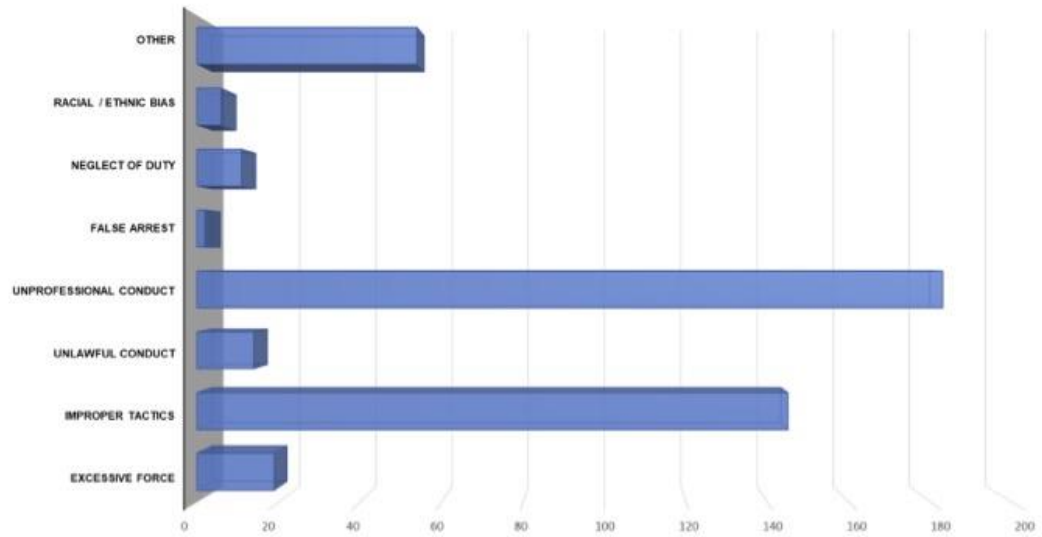
\*\*NCPD does not require a complainant to disclose their race or gender when filing a complaint



# Nassau County Police Department Complaint Reporting and Findings



## 2017 Total Allegations

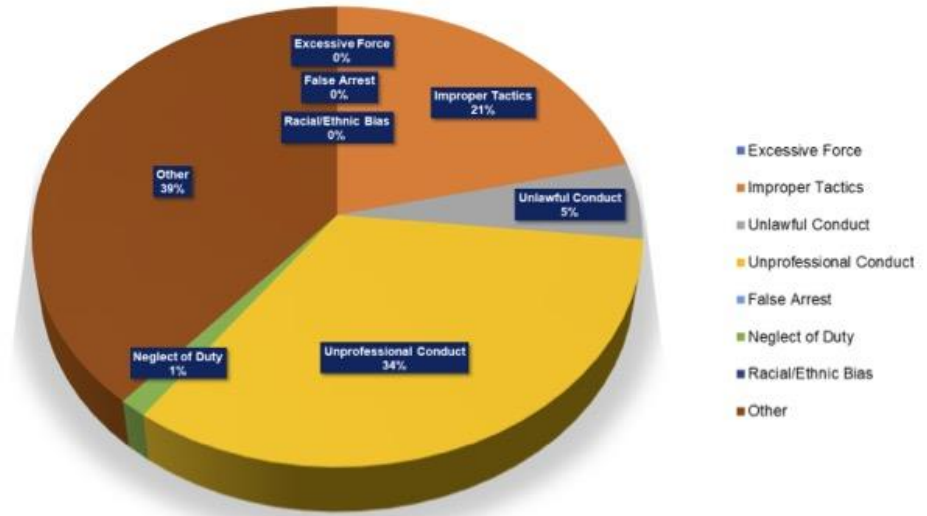




## Nassau County Police Department Complaint Reporting and Findings



### 2017 Founded Allegations





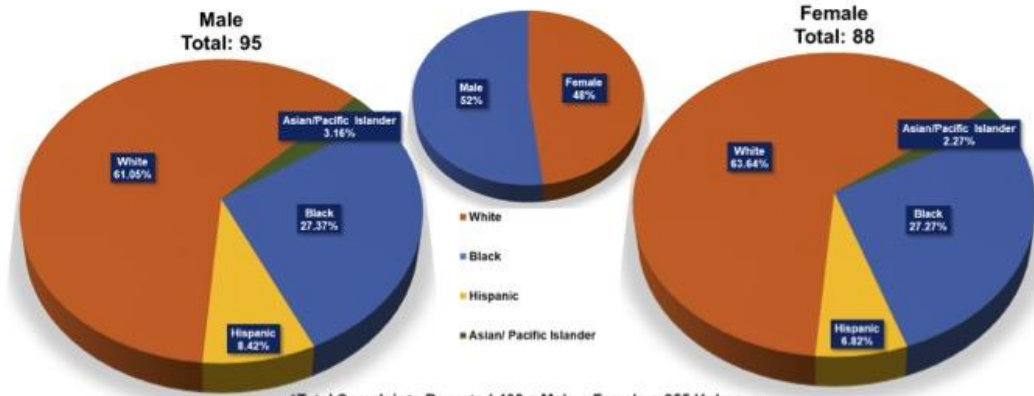
Appendix F: NCPD 2018 Complaint Reporting & Findings



Nassau County Police Department  
Complaint Reporting and Findings



2018 Complaints Reported By Race and Gender



\*Total Complaints Reported 438 = Male + Female + 255 Unknown

	White	Black	Hispanic	Asian/Pacific Islander
Male:	58	26	8	3
Female:	56	24	6	2

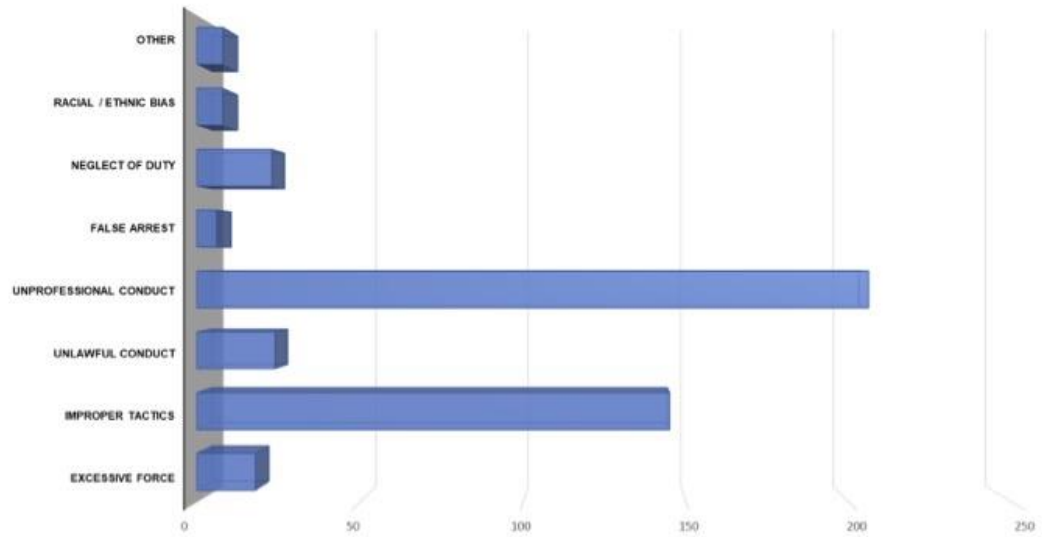
\*\*NCPD does not require a complainant to disclose their race or gender when filing a complaint



# Nassau County Police Department Complaint Reporting and Findings



## 2018 Total Allegations

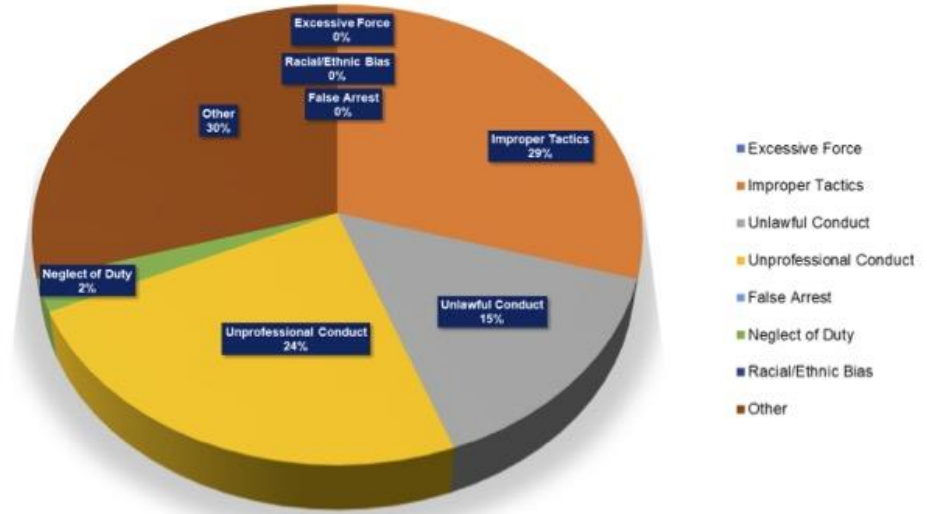




## Nassau County Police Department Complaint Reporting and Findings



### 2018 Founded Allegations

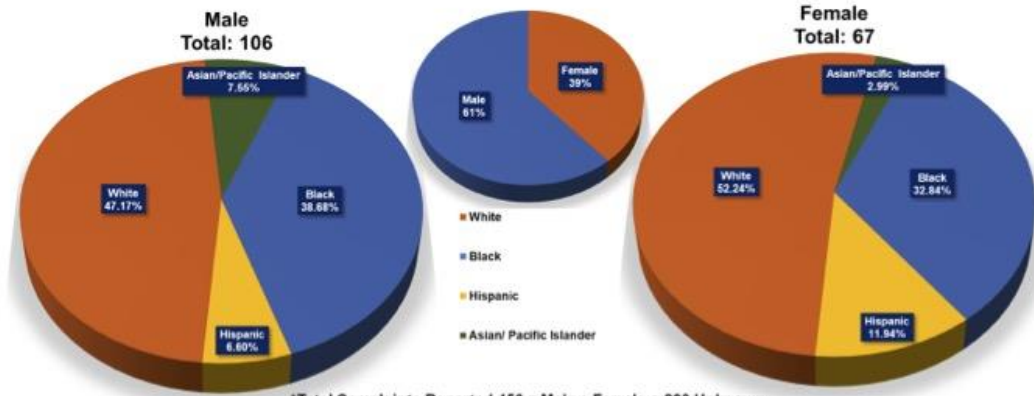


Appendix G: NCPD 2019 Complaint Reporting & Findings



Nassau County Police Department  
Complaint Reporting and Findings

2019 Complaints Reported By Race and Gender



\*Total Complaints Reported 456 = Male + Female + 283 Unknown

	White	Black	Hispanic	Asian/Pacific Islander
Male:	50	41	7	8
Female:	35	22	8	2

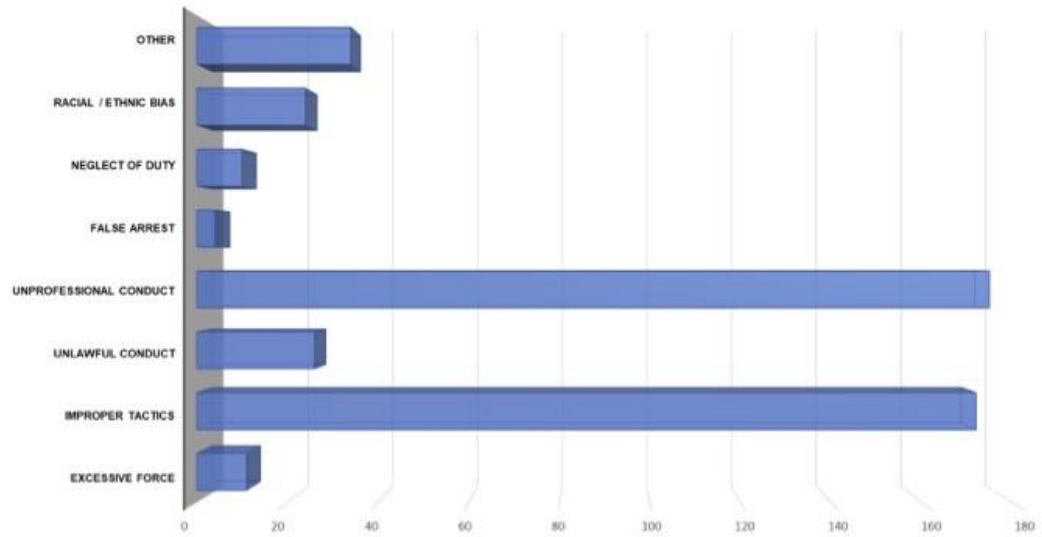
\*\*NCPD does not require a complainant to disclose their race or gender when filing a complaint



### Nassau County Police Department Complaint Reporting and Findings



### 2019 Total Allegations

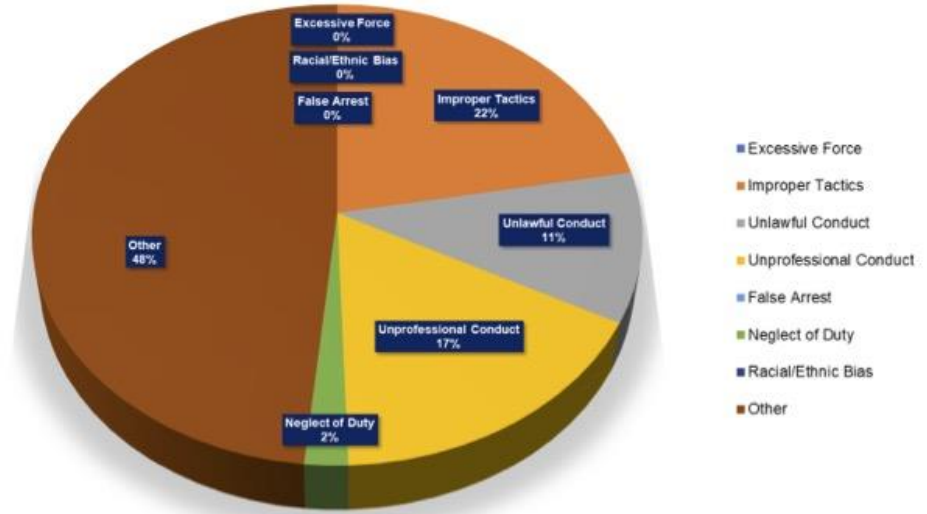




## Nassau County Police Department Complaint Reporting and Findings



### 2019 Founded Allegations



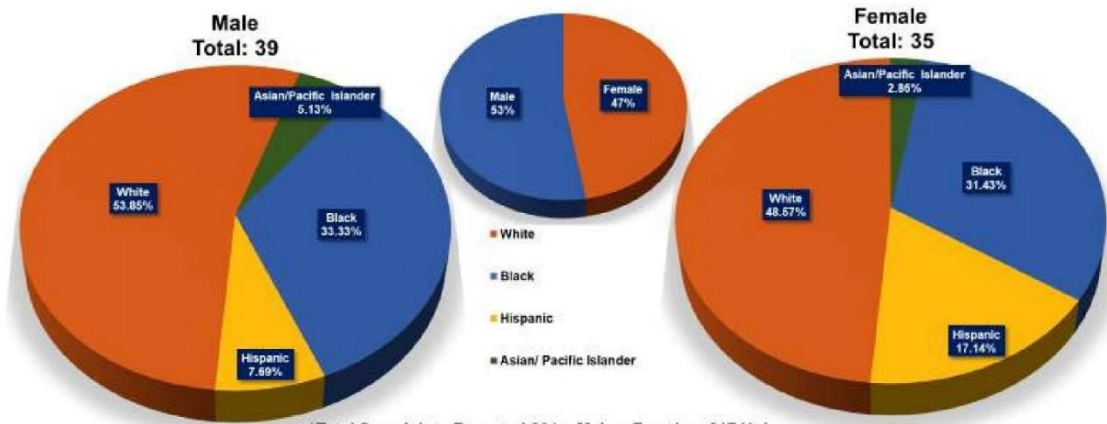
Appendix H: NCPD 2020 Complaint Reporting & Findings



Nassau County Police Department  
Complaint Reporting and Findings



2020\* Complaints Reported By Race and Gender



\*Total Complaints Reported 291 = Male + Female + 217 Unknown

	White	Black	Hispanic	Asian/Pacific Islander
Male:	21	13	3	2
Female:	17	11	6	1

\* 2020 - YTD through 10/05/2020

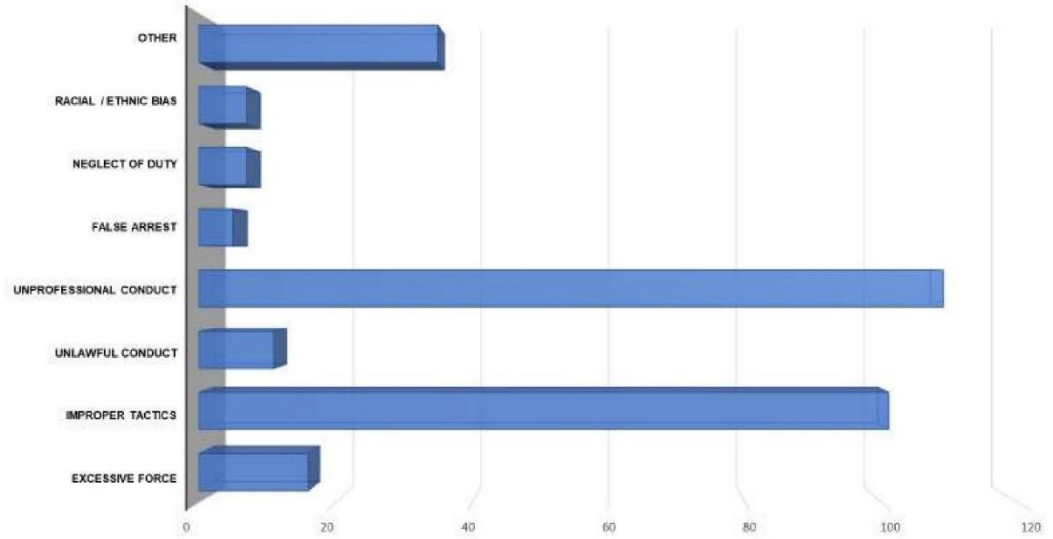
\*\*NCPD does not require a complainant to disclose their race or gender when filing a complaint



# Nassau County Police Department Complaint Reporting and Findings



## 2020 Total Allegations



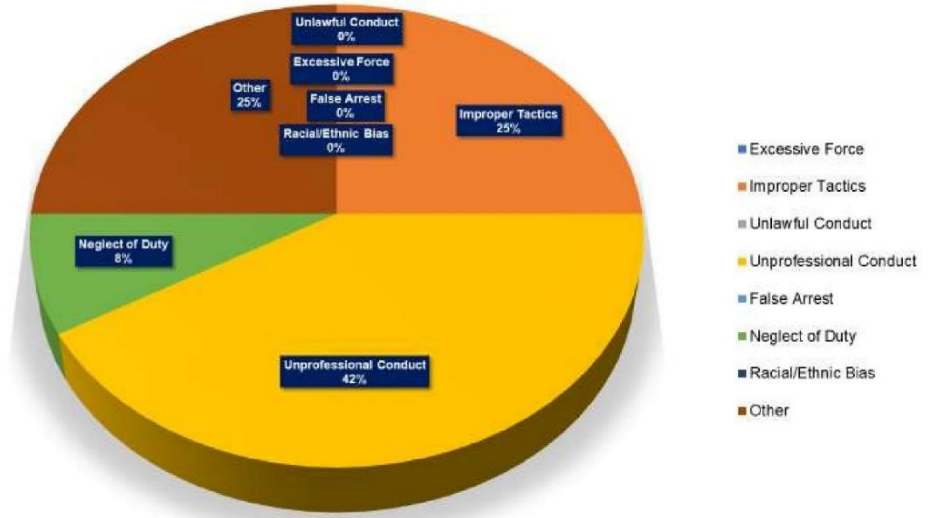




# Nassau County Police Department Complaint Reporting and Findings



## 2020 Founded Allegations



## Appendix I: NCPD 2021 Complaints Data



### NASSAU COUNTY POLICE DEPARTMENT COMPLAINTS DATA



Data Date Range: January 2021 Through December 2021

Total Complainants	Male	Female	Unknown/ Other	Total	% of Total
Asian/Pacific Islander	1	1	0	2	0.5%
Black	26	22	0	48	12.7%
Hispanic/ Latino	6	8	0	14	3.7%
Unknown	37	31	185	253	66.8%
White	40	22	0	62	16.4%
<b>Total</b>	<b>110</b>	<b>84</b>	<b>185</b>	<b>379</b>	<b>100.0%</b>

Nassau County Demographics	% of Population
White	55.8%
Hispanic/ Latino	18.4%
Black/ African American	10.6%
Asian/Pacific Islander	11.7%
Other	3.5%
<b>Total</b>	<b>100.0%</b>

\*Demographic information is based off of 2020 Census data

The "Other" Category includes people who can be identified as 2 or more Races. Some examples of this include, but are not limited to, people who are both white and black, black and hispanic, etc.

Complaints	Complaints	% of Total	2021 Founded Allegations	2020 Founded Allegations	2019 Founded Allegations
Improper Procedures	203	41.3%	14	15	22
Unprofessional Conduct	148	30.1%	12	10	20
Other	62	12.6%	32	39	104
Neglect of Duty	17	3.5%	0	3	2
Unlawful Conduct	15	3.1%	8	5	18
Racial/ Ethnic Bias	9	1.8%	0	0	0
False Arrest	9	1.8%	0	0	0
Excessive Force	28	5.7%	0	0	0
<b>Total</b>	<b>491</b>	<b>100.0%</b>	<b>66</b>	<b>72</b>	<b>166</b>

**Note:** The Breakdown on Gender/ Race of complaints does not equal the total number of complaints. Sometimes a person files multiple complaints/ allegations or there are multiple complaints for the same incident. Nassau County Police Department estimates having at least one million public interactions each year. When comparing the number of complaints to the number of public interactions, complaints account for less than 0.1% of all interactions.

Last Updated: 1/27/2022

NASSAU COUNTY POLICE DEPARTMENT

# Appendix J: NCPD 2022 Complaints Data



## NASSAU COUNTY POLICE DEPARTMENT COMPLAINTS DATA



Data Date Range: January 2022 Through December 2022

Total Complainants	Male	Female	Unknown/ Other	Total	% of Total
Asian/Pacific Islander	5	6	0	11	3.5%
Black	18	27	0	45	14.4%
Hispanic/ Latino	7	7	0	14	4.5%
Unknown	94	66	21	181	58.0%
White	37	24	0	61	19.6%
<b>Total</b>	<b>161</b>	<b>130</b>	<b>21</b>	<b>312</b>	<b>100.0%</b>

Nassau County Demographics	% of Population
White	55.8%
Hispanic/ Latino	18.4%
Black/ African American	10.6%
Asian/Pacific Islander	11.7%
Other	3.5%
<b>Total</b>	<b>100.0%</b>

\*Demographic information is based off of 2020 Census data

The "Other" Category includes people who can be identified as 2 or more Races. Some examples of this include, but are not limited to, people who are both white and black, black and hispanic, etc.

2022 Complaints	Complaints	% of Total	2022 Founded Allegations	2021 Founded Allegations	2020 Founded Allegations
Improper Procedures	152	36.3%	15	26	19
Unprofessional Conduct	129	30.8%	17	35	11
Other	75	17.9%	38	90	60
Neglect of Duty	10	2.4%	1	0	4
Unlawful Conduct	11	2.6%	3	11	8
Racial/ Ethnic Bias	18	4.3%	0	0	0
False Arrest	9	2.1%	0	0	0
Excessive Force	15	3.6%	1	0	0
<b>Total</b>	<b>419</b>	<b>100.0%</b>	<b>75</b>	<b>162</b>	<b>102</b>

**Note:** The Breakdown on Gender/ Race of complaints does not equal the total number of complaints. Sometimes a person files multiple complaints/ allegations or there are multiple complaints for the same incident. Nassau County Police Department estimates having at least one million public interactions each year. When comparing the number of complaints to the number of public interactions, complaints account for less than 0.1% of all interactions.

Last Updated: 2/8/2023

NASSAU COUNTY POLICE DEPARTMENT

Appendix K: NCPD 2023 Complaints Data



NASSAU COUNTY POLICE DEPARTMENT  
COMPLAINTS DATA



Data Date Range: January 2023 Through June 2023

Total Complainants	Male	Female	Unknown/ Other	Total	% of Total
Asian/Pacific Islander	0	3	0	3	1.5%
Black	23	8	0	31	15.4%
Hispanic/ Latino	7	0	0	7	3.5%
Unknown	34	30	63	127	63.2%
White	23	10	0	33	16.4%
<b>Total</b>	<b>87</b>	<b>51</b>	<b>63</b>	<b>201</b>	<b>100.0%</b>

Nassau County Demographics	% of Population
White	55.8%
Hispanic/ Latino	18.4%
Black/ African American	10.6%
Asian/Pacific Islander	11.7%
Other	3.5%
<b>Total</b>	<b>100.0%</b>

\*Demographic information is based off of 2020 Census data

The "Other" Category includes people who can be identified as 2 or more Races. Some examples of this include, but are not limited to, people who are both white and black, black and hispanic, etc.

2023 Complaints	Complaints	% of Total	2023 Founded Allegations	2022 Founded Allegations	2021 Founded Allegations
Improper Procedures	63	31.8%	2	30	30
Unprofessional Conduct	61	30.8%	4	29	35
Other	40	20.2%	10	59	100
Neglect of Duty	6	3.0%	0	4	0
Unlawful Conduct	9	4.5%	0	4	11
Racial/ Ethnic Bias	8	4.0%	0	0	0
False Arrest	3	1.5%	0	0	0
Excessive Force	8	4.0%	0	1	0
<b>Total</b>	<b>198</b>	<b>100.0%</b>	<b>16</b>	<b>127</b>	<b>176</b>

**Note:** The Breakdown on Gender/ Race of complaints does not equal the total number of complaints. Sometimes a person files multiple complaints/ allegations or there are multiple complaints for the same incident. Nassau County Police Department estimates having at least one million public interactions each year. When comparing the number of complaints to the number of public interactions, complaints account for less than 0.1% of all interactions.

Last Updated: 7/17/2023

NASSAU COUNTY POLICE DEPARTMENT

**Appendix L: Nassau County Post-Police Reform Training Survey**



**Nassau County Post-Police Reform Training  
& Its Effect on Civilian Complaints**

**\*\*\*Responses Are Completely Anonymous\*\*\***

**\*\*Personal Identifiable Information Not Tracked\*\***

Estimated Completion Time: Under 6 Minutes

\* 1. What is Your Gender?

- Male
- Female
- Prefer Not To Answer

\* 2. What is Your Race?

- White
- Black or African American
- Asian or Asian American
- Mixed Race
- Prefer Not To Answer
- Other (please specify)

\* 3. What Ethnicity do You Identify With?

- Hispanic or Latino
- Non-Hispanic or Latino
- Prefer Not To Answer
- Other (please specify)

\* 4. How Many Years of Law Enforcement Experience do You Have?

- 0-3 Years
- 4-10 Years
- 11-20 Years
- 21+ Years
- Retired

\* 5. Which Best Describes Your Current Assignment?

- Patrol
- Administrative/Support
- Investigative
- Supervisory

\* 6. Are You Currently Employed by the Nassau County Police Department (NCPD)?

- Yes
- No

\* 7. Are You Employed by Another Law Enforcement Agency Operating Within the Confines of Nassau County, NY?

- Yes
- No

\* 8. Were You Hired by the NCPD, or Another Law Enforcement Agency Operating Within the Confines of Nassau County, NY, After May 25, 2020?

- Yes
- No

\* 9. Since Executive Order 203: NYS Police Reform & Reinvention Collaborative, Effective April 1, 2021, Have You Attended In-Service Training at the NCPD Center for Training & Intelligence?

- Yes
- No

\* 10. Have You Been the Subject of a Civilian Complaint After the Death of George Floyd on May 25, 2020?

- Yes
- No

\* 11. Since Attending the NCPD-Delivered In-Service Training, Have You Been the Subject of a Civilian Complaint?

- Yes
- No

\* 12. Since May 25, 2020, I Am More Susceptible to Becoming the Subject of a Civilian Complaint.

- |                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Strongly Disagree     | Disagree              | Do Not Know           | Agree                 | Strongly Agree        |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**\* 13. The NCPD-Delivered In-Service Training was Effective.**

Strongly Disagree      Disagree      Do Not Know      Agree      Strongly Agree

**\* 14. The NCPD-Delivered In-Service Training was Relative and Timely.**

Strongly Disagree      Disagree      Do Not Know      Agree      Strongly Agree

**\* 15. The NCPD-Delivered In-Service Training Will Help Prevent Me from Becoming the Subject of a Civilian Complaint.**

Strongly Disagree      Disagree      Do Not Know      Agree      Strongly Agree

**\* 16. The NCPD-Delivered In-Service Training Will Help Improve Community Relations.**

Strongly Disagree      Disagree      Do Not Know      Agree      Strongly Agree

**\* 17. The NCPD-Delivered In-Service Training Can Be Improved Upon.**

Strongly Disagree      Disagree      Do Not Know      Agree      Strongly Agree

**18. For Answers Marked "Do Not Know," and You Would Like to Provide Additional Details Please do so Here. This Includes any Additional Comments You Believe Would Be of Benefit to the Survey.**

**\* 19. How Would You Improve the NCPD-Delivered In-Service Training?**



**\* 20. How Has the NCPD-delivered In-Service Training, Positively or Negatively, Impacted Your Capability to Police Effectively?**

**\* 21. How Has the NCPD-Delivered In-Service Training Prevented You from Becoming the Subject of a Civilian Complaint?**

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