



# DEPARTMENT OF PUBLIC SAFETY MEMORANDUM



**TO:** POLICE DIVISION **DATE:** APRIL 4, 2019

**FROM:** ANTHONY AMBROSE  
PUBLIC SAFETY DIRECTOR **NUMBER:** 19-112

**SUBJECT:** IMPLEMENTATION OF G.O. 18-13 **FILE REF:** PUB 4  
RE: COMMUNITY POLICING

The purpose of this memorandum is to announce the issuance of the Newark Police Division's new *Community Policing General Order 18-13*.

All Newark police officers, shall be community service oriented, interacting with all people they come in contact with. All members shall engage in community policing while on patrol, responding to calls, and interacting with residents and other members of the community.

The goal of the Newark Police Division is to foster a true collaborative partnership through positive interaction with the community, build public trust between the Division and the community, and promote safe communities by reducing crime. To achieve these goals, the Newark Police Division shall embrace a customer service concept and build upon public trust.

The Commander of the Community Affairs/Clergy Unit shall be responsible for the overall management, monitoring, and auditing of the implementation of the Division's Community Policing Policy and shall ensure that:

- a. community activities and events are developed, scheduled, and conducted consistent with the Division's Community Policing Policy.
- b. administrative support and training are provided for the successful implementation of the Division's Community Policing Policy.
- c. Community Policing Policy materials and promotional items are made available on the NPD website.
- d. dialogue is maintained by way of regular meetings **no less than quarterly** with community stakeholders to discuss how community policing efforts are meeting the public safety goals and needs of the community.
- e. each precinct commander is notified, in writing, if funding is available to be used and managed as outlined in existing policy.
- f. a **quarterly report** is prepared, and submitted through the chain of command to the Public Safety Director, that includes, at minimum, the following elements:
  - i. community policing efforts overall and in each precinct, including specific problems addressed and steps taken by NPD and the community toward their resolution;
  - ii. a description of current concerns voiced by the community;
  - iii. a description of potential problems that have a bearing on law enforcement activities within the community;
  - iv. a statement of progress made toward addressing previously identified concerns and problems;

- v. a statement of recommended actions that address previously identified concerns and problems; and
- vi. an analysis conducted on implemented strategies by crime type, geographic area, and the community perceptions, or misperceptions, of crime. The analysis will document the evaluation of crime prevention programs and strategies and will be conducted based on crime data.
- g. a review of city-wide community relations endeavors through the COMSTAT process is conducted **weekly** to analyze the breadth, extent and effectiveness of the implemented problem-solving strategies and community partnerships including officer outreach, particularly outreach to youth.; and
- h. coordination of efforts with each Precinct Commander and their Community Service Officers.

All Police Division members shall acknowledge receipt and compliance with this memorandum via PowerDMS by Thursday, April 25, 2019.

**BY ORDER OF**



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**ANTHONY F. AMBROSE  
PUBLIC SAFETY DIRECTOR**

AFA/BO:lc

Attachment: General Order 18-13

c: Darnell Henry, Chief of Police



# NEWARK POLICE DIVISION GENERAL ORDER



SUBJECT: <b>COMMUNITY POLICING POLICY</b>	GENERAL ORDER NO. <b>18-13</b>
SUPERSEDES: <b>NEW</b>	DATED: <b>APRIL 4, 2019</b>

Related Policies:

- General Order 80-1 (Responsibilities of Command and Supervisory Personnel)
- General Order 63-15 (Organization of Police Department)
- General Order 08-02 (COMSTAT Unit)
- General Order 09-07 (Police Division Issued Cellular or Smart Phones, Tablets and Electronic Devices)
- General Order 17-06 (Bias-Free policing)
- General Order 18-01 (Juvenile Services Section)
- General Order 18-24 (Property and Evidence Division)
- General Order 18-27 (Community Engagement Account)

This order contains the following numbered Sections:

- I. PURPOSE**
- II. POLICY**
- III. DEFINITIONS**
- IV. RESPONSIBILITY FOR COMPLIANCE**
- V. TRAINING**
- VI. ORGANIZATIONAL STRUCTURE**
- VII. PROCEDURES**
- VIII. RESPONSIBILITIES**
- IX. REPORTING REQUIREMENTS**
- X. EFFECT OF THIS ORDER**



# NEWARK POLICE DIVISION GENERAL ORDER



## I. PURPOSE

This General Order sets forth the Newark Police Division's Community Policing Policy. The purpose of this Order is to establish a clear directive as to how the Newark Police Division will promote and build community partnerships, engage constructively with the community, ensure collaborative problem solving, and increase community confidence in the Division.

## II. POLICY

The Newark Police Division must do everything in its power to ensure positive interactions between the Division and all members of the community. **All** Newark police officers, shall be community service oriented, interacting with all people they come in contact with. **All members** shall engage in community policing while on patrol, responding to calls, and interacting with residents and other members of the community. The Division, therefore, seeks every opportunity to establish and maintain close ties with the community and to provide services that meet the community's needs.

Additionally, it is the goal of the Newark Police Division to foster a true collaborative partnership through positive interaction with the community, build public trust between the Division and the community, and promote safe communities by reducing crime. To achieve these goals, the Newark Police Division and its members shall approach all interactions with the public as opportunities to enhance the perception of the police and build upon public trust. The Division shall implement strategies in neighborhoods within each precinct to combat emerging and chronic crime issues and neighborhood disorder, and ensure unified and effective implementation of the Community Policing Policy by continued follow-up.

## III. DEFINITIONS

- A. Community Policing- is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to address proactively the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.
- B. Community Service Officer (CSO)- A Newark Police Division Officer assigned to a precinct who study and learn in detail the geographic area, its issues, problems, and its community leaders; whose principle duty will be to identify and address the community's priorities; and who is not assigned to answer calls for service except in exigent circumstances.
- C. COMSTAT - Comstat, short for "Command Status," is a multi-layered, dynamic, crime reduction tool based on the "SARA" problem solving methodology. The "SARA" methodology instructs that officers *Scan* the problem, *Analyze* the factors that contribute to the problem, *Respond* with the appropriate resources, and then *Assess* the results. Commanders at all levels of the police department are held accountable for their performance based on the data measured by



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the above method; therefore, it is essential that the analysis of crime and statistical data are channeled upward to the COMSTAT Unit by the various Commands throughout the city. (Reference: General Order 08-02 Comstat Unit, Section I).

- D. Desk Lieutenant- Under the direction of a captain, a Desk Lieutenant performs, supervises, trains, disciplines and evaluates personnel by reporting all deficiencies. A Desk Lieutenant is generally responsible for the overall operation of the command and the conduct and performance of all personnel including supervisory personnel. (Reference: General Order 80-1 Responsibilities of Command and Supervisory Personnel, Paragraph VII, Section B).
- E. Executive Officer Lieutenant- An executive officer is the second in command of a precinct/division and shall assume the responsibilities of the commanding officer in their absence. The executive officer is generally responsible for assisting the precinct captain in ensuring effective and efficient delivery of services within their command. (Reference: General Order 80-1 Responsibilities of Command and Supervisory Personnel, Paragraph VII, Section A).
- F. Precinct- A precinct is commanded by a captain and is a geographical area of the City, which provides general police services (patrol, investigative and administrative). Members of the division assigned to patrol duties are generally assigned to one of the main precincts. (Reference: General Order 63-15 Organization of the Police Department, Section II. Paragraph C. and Section IV., Paragraph E).
- G. Sector- a designated geographical area within a particular precinct, within which division members are assigned regularly so that they may become familiar with the local residents.
- H. Sector Integrity- the action of assigning the **same officers** to work in the **same neighborhoods** on the **same shifts**, increasing their familiarity with local residents and local problems. Supervisors, and officers work together to maintain "sector integrity," meaning that the officers and sector cars do **not** leave the boundaries of their assigned sectors, *except* in precinct-wide emergencies.

## IV. RESPONSIBILITY FOR COMPLIANCE

All Division members shall be responsible for complying with this policy. Command and Supervisory Officers will review, understand and comply with this policy and shall also ensure that all subordinate personnel read and acknowledge understanding of this directive.

## V. TRAINING

The Training Division will develop and provide topic-specific training to enhance the efficient implementation of the Division's Community Policing Policy and shall ensure:

- A. Division members are trained on the concepts of Community Policing – Improving Police Efficacy and Building Trust. The goal of this training is for officers to understand the core concepts of Community Policing in order to build better relationships within the



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communities that they serve. Continuing training will also be conducted to reinforce the principles of Community Policing using visual and scenario based training that promotes the development and strengthening of partnerships between the police and community;

- B. Community members are trained, during the Public Safety Academy, on concepts of procedural justice and legitimacy to better understand how a police officer should interact with the public during a traffic stop or other contact;
- C. Police recruits and newly promoted supervisors are trained on community engagement methods and techniques to build positive relationships within the community;
- D. Community Service Officers receive advance training in community engagement methods and strategies to strengthen relationships between the NPD and the community; and
- E. All Division members are trained in de-escalation techniques.

## VI. ORGANIZATIONAL STRUCTURE

### A. Decentralized Implementation

1. The Division recognizes that the unique and diverse nature of the City requires unique and diverse solutions that will address challenges faced by all members within the community.
2. Precinct Commanders have the autonomy to address the specific concerns of the communities they serve and to use available personnel and discretionary resources under their command to target crime, emerging violence, public quality of life concerns, fear of crime, or other issues related to public disorder.
3. Precinct Commanders are responsible for implementing Neighborhood Policing Plans appended to this policy, which include strategies and tailoring techniques that are unique to their precinct's crime conditions to provide a more localized approach to problem-solving and crime reduction.

### B. Geographic Responsibility

1. Officers shall work in the same neighborhoods on the same shifts, increasing their familiarity with local residents and local problems. The radio dispatchers, supervisors, and officers shall work together to maintain "*sector integrity*," meaning that the sector officers and sector cars do not leave the boundaries of their assigned sectors, except in precinct-wide emergencies. Precincts shall be sufficiently staffed to permit enough time for the sector officers to not be exclusively assigned to answering calls for service.



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Instead they shall use their down time to engage with neighborhood residents, identify local problems, and work toward solutions.

2. Maintaining sector integrity allows assigned officers to better recognize emerging crime trends and community issues that are most prominent in their respective sectors. Sector integrity gives officers assigned to a sector the autonomy to engage with the community, as well as a stake in their assignment and the area they serve, and a sense of pride in realizing the goals relating to crime suppression within their sector.
3. Sector integrity promotes positive engagement with the community and offers members an opportunity to develop lasting positive relationships with the public they serve. Maintaining sector integrity offers the community consistency in outreach, engagement, and allows for Division members to attend community meetings and community events within their sectors.
4. Supervising sergeants will actively manage and deploy the resources under their command to maintain sector integrity in response to calls for service, where practical. Maintaining sector integrity will allow officers to spend more time in their respective areas, increasing their opportunities to strengthen community relationships.
5. This structure encourages accountability for crime levels and community engagement in a member's geographic area of responsibility, which can be reviewed through the COMSTAT process.

## VII. PROCEDURES

- A. Procedural justice refers to the concept of fairness in the processes that resolves disputes. The way in which community members develop opinions about specific interaction with officers are based primarily upon two things: (1) the outcome of the encounter and (2) the process of the encounter. An individual's perception of whether an officer is applying the law fairly will shape his or her sense of procedural justice. In short, procedural justice is concerned not only on what officers do, but also with the way that they do it.
  1. Division members shall employ the concepts of procedural justice at all times and during every encounter, focusing on these four guiding principles:
    - a. **Fairness:** The first guiding principle of procedural justice is fairness and consistency. Perceptions of fairness are driven not only by outcomes, but also by the fairness and consistency of the processes used to reach those outcomes. For example, if a member of the public receives a speeding ticket (negative outcome), but was treated fairly and respectfully during the interaction with the officer issuing the ticket (positive process), then the driver is more likely to feel that the



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encounter was fair and is less likely to either contest the ticket or register a complaint against the officer.

- b. **Voice:** The second guiding principle of procedural justice concerns voice. All people want to be heard, and involving people or groups in the decisions that affect them influences their assessment of a given situation. Everyone wants to feel as though they have a measure of control over their fate. Having a voice in situations that may be somewhat out of their control (such as whether they get a traffic ticket) helps them to feel that their opinion matters and that someone is listening to their side of the story, taking them seriously, and giving consideration to their concerns. For example, if a community member involved in a minor car crash is provided an opportunity to tell their side of the story to a police officer, their overall assessment of the interaction with that police officer will likely be positive. Giving that community member voice in that moment will affect their perception of policing and police officers in the future.
- c. **Transparency:** The third guiding principle of procedural justice is transparency and openness of process. Transparency means that the processes by which decisions are made do not rely upon secrecy or deception. In other words, decisions unfold out in the open as much as possible as opposed to behind closed doors. Nobody likes to feel that his or her future is being decided upon another person's arbitrary whim. When officers are as transparent as possible, community members are more likely to accept officers' decisions—even if they are unfavorable to them.

An example: Newark residents complained to their local NPD patrol officers that people were drinking alcohol and urinating in a downtown park after dark. These behaviors made the park unsanitary, unsafe, and unusable. NPD officers go to the park to meet with potential perpetrators. At these meetings, NPD outlines the community's concerns and clearly explains applicable ordinances. NPD officers then work with City agencies to install additional park lighting and portable toilets. The combination of improvements to the public space, meetings with those Newark residents who frequent the park to get buy-in, and responsiveness to community concerns reigns in misbehavior. This problem-solving approach offers a more sustainable, community-centric approach to this public safety issue than mass arrests of those violating park ordinances.

- d. **Impartiality:** The fourth guiding principle of procedural justice is impartiality and unbiased decision making. Impartial decisions are made based on relevant evidence or data rather than on personal opinion, speculation, or guesswork. When officers take the extra-few minutes to make apparent to others the data used to make decisions, understanding and acceptance readily ensue. As indicated in the previous example, NPD outlined the problems and concerns of neighbors in the area and clearly explained the ordinances regulating behavior in the park. This approach not only exhibits impartiality in NPD's approach to problem solving





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but also will build trust between police and the community members frequenting that area.

3. Police legitimacy means people have trust and confidence in the police, accept police authority, and believe officers are fair. Division members shall build public confidence and strive to achieve legitimacy by employing concepts of procedural justice.
4. Division members shall treat all people with dignity and respect at all times, and during every interaction shall employ the concepts of procedural justice. During each interaction, Division members shall strive to attain the highest degree of ethical behavior and professional conduct at all times.

## B. Community Engagement and Partnerships

1. It is the responsibility of all Division members, regardless of rank, position, or unit of assignment, to positively engage members of the community with the goal of fostering productive relationships and a collaborative effort to promote safer communities.
2. Community engagement efforts shall be made available in Spanish, Portuguese and other languages most likely to be encountered in the community being served.
3. The Division continues its open dialogue by way of community partnerships and engagement strategies (listed in Section V., paragraph B., sentence 4.) with the community as an opportunity to share experiences and identify differing viewpoints. These dialogues will be productive, based in facts, and continuous; and will not occur just in times of crisis. The Division will work with communities to identify their concerns, develop effective crime prevention activities, and coordinate the collaborative response.
4. The Division has established and will continue to establish a variety of community partnerships and engagement strategies which are designed to encourage positive community interactions and relationships. These strategies include, but are not limited to:
  - a. **Precinct Community Meeting:** Precinct Commanders will host monthly community meetings within each precinct and in alternate locations within the community to allow community residents, other community stakeholders and police to discuss chronic problems in the community where an ongoing dialogue can exist. These community meetings provide an opportunity for police and community residents to exchange information about conditions in each neighborhood, to identify crime and disorder problems, and to develop strategies to combat those problems. The meetings also provide an opportunity for precinct commanders and community members to get to know one another.
  - b. **Foot Patrols:** Recognizing that community policing involves a symbiotic relationship between officers and those they serve in making a neighborhood a safe place to live, the Division shall make foot patrols a priority. Developing this



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connection involves communication through regular contacts. Officers on foot patrol have an opportunity to stop and talk to those with whom they come in contact. An officer has time to have a conversation and learn what is going on in the neighborhood. These personal interactions generally develop a sense of security for those who live or work in the neighborhood the officer patrols. Those feelings of security can translate into a deeper trust between the officer and those he or she serves.

- c. **CommUnity and Cops:** meetings are town hall style meetings held monthly by the Consent Decree and Planning Division that are designed to seek and respond to input from the community regarding the implementation of Consent Decree mandates including training and policy development. To achieve real and sustainable reform in the Newark Police Division the community and the Division must work together. These meetings serve as a key mechanism for building partnerships with the community.
- d. **Enhanced Media Communication:** The Division will use traditional media (print and broadcast), social media including but not limited to Facebook, Twitter, and Nextdoor, the NPD's official Website located at [npd.newarkpublicsafety.org](http://npd.newarkpublicsafety.org) and the "Newark PD App" mobile application, to continually communicate with the public. This communication must strike a delicate balance between protecting the investigation and keeping the public well informed. The dissemination of criminal investigation information, including police-involved shootings, will be accurate and timely. Information on community engagement, including upcoming NPD sponsored community programs shall be maintained on NPD's official Website and shall have feedback mechanisms in place, which will allow the community to provide feedback on NPD Policies and training.
- e. **Juvenile Services Section:** The Juvenile Services Section is responsible for the safety, well-being, and processing of all juveniles taken into custody. This section is also responsible for developing/continuing programs designed to prevent juvenile delinquency; diverting juvenile offenders out of the juvenile justice system; facilitating stationhouse adjustments; participating in community recreational youth programs. The Commander of the Juvenile Services Section shall have line authority over the Precinct School Resource Officers (direct, day-to-day contact and assignment) and the Precinct Commanders shall have staff authority over the Precinct School Resource Officers (administrative-vacations, sick days, etc.).  
(Reference: General Order 63-15 Organization of the Police Department, Section IV., Paragraph G and General Order 18-01 Juvenile Services Section).



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- f. **Operation Conversation - Cops and Kids:** where performance, improvisation and conversation help inner-city teenagers and police officers develop a positive relationship.
- g. **Gang Resistance Education and Training (G.R.E.A.T.)** Program is taught by sworn Division members with the objective of helping young people become responsible members of their communities by teaching and reinforcing how to set realistic goals, resist pressures, positively resolve conflicts, and truly understand how gangs impact the quality of life in any community, regardless of the economic level.
- h. **Enhanced procedural communication with victims of crime:** A victim-centered approach to investigating crimes is essential to accomplish the law enforcement mission. Victims who can tell their story and testify as a witness are key to successful investigations and prosecutions. When encountering a potential victim, it is important to remember that victims may not be comfortable coming forward and working with law enforcement. They may need help to feel stable, safe, and secure. Victims may fear law enforcement or not tell a complete story. It is crucial to understand that victims need support and understanding in order to help make the case investigation—and subsequent prosecution a success.

When Division members encounter a victim of a crime in the course of their duties, it is critical that they begin to develop rapport and establish trust by:

- i. Taking time to explain who they are, answer questions they might have, and acknowledge and address their fears;
- ii. Being sensitive to cultural differences and language barriers and using an interpreter when needed;
- iii. Conducting interviews in a setting in which the victim feels safe when feasible, only after the victim's needs have been assessed and any urgent needs have been met;
- iv. Being patient and giving the victim time to stabilize and begin their recovery process; and
- v. Investigators shall assume an informal role as a victim advocate by advising victims of any critical changes in the status of the investigation promptly and ensuring that victims are given the right to be heard at all stages of the criminal investigative process with the understanding that information sharing may be diminished due to the pressing needs of the criminal investigation.



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- i. **Community COMSTAT:** The Division holds this meeting in different neighborhoods on a quarterly basis, where citizens are able to get a “behind the scenes” look on how each precinct commander is held accountable by the Public Safety Director and the Chief of Police for the rise and/or fall of crime rates affecting their neighborhoods.
  - j. **The Public Safety Academy:** aimed at fostering a close working relationship with the members of our community, and different faith-based groups; the academy specifically focuses on building trust and establishing close cooperation, while in the process becoming more transparent as an agency. During their time in the academy, community members become more familiar with the operational procedures of the Police and Fire Divisions, as well as those of the Office of Emergency Management. The participants in this partnership graduate from the academy after completing a 6-9 week program.
  - k. **The Gun Buy Back Program:** offers an opportunity for participants to turn-in firearms, B-B guns, and replica weapons to Division personnel. This program is outlined in the Division Special Order entitled "Gun Buy Back Program." Weapons recovered from the Gun Buy Back Program are destroyed following procedures outlined in G.O. 18-24 Property and Evidence Division.
  - l. **Trauma to Trust: Police/Community Collaborative Training Sessions:** Training to increase the capacity for police and the community to respond positively to trauma in the wake of violence. The goal of this training is to understand the symptoms of community trauma and vicarious trauma as well as build necessary skills to address and problem-solve when trauma arises. These trainings will focus on the development and maintenance of trust between police and community members/partnerships.
  - m. **Newark Community Street Team (NCST) Public Safety Roundtable:** where, on an ongoing basis, South Ward residents, NPD commanders, elected officials and community based service providers participate in a community driven forum to discuss ways to reduce violence and crime.
  - n. **Retaliation Protocol (NCST):** is an innovative approach for the reduction of retaliatory violence through a rapid response to incidents of violence by High Risk Interventionist members of the NCST with the purpose to control rumors, provide victim support and help restore a sense of safety in the community.
- C. Problem-Solving Policing
1. The Division is committed to reducing crime, particularly violent crimes, in all communities by using a problem-solving approach to policing. Using this approach, community issues and crime incidents are examined to identify their root causes, to



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- develop new comprehensive methods for addressing the issues, and to encourage a proactive, collaborative and comprehensive approach to problem-solving policing and community relations.
2. Problem-solving policing requires that police officers and members of the community work cooperatively to:
    - a. **Scan** to identify problems that cause concern for the community and the police;
    - b. **Analyze** to determine the causes of problems and develop useful solutions;
    - c. **Respond** by implementing the best course of action; and
    - d. **Evaluate** regularly and assess the chosen course of action to determine its effectiveness.
  3. Division Members shall utilize this four step problem-solving approach known as the **S.A.R.A. Model**. If success has not been achieved, then further analysis and a different set of responses may be needed.

## VIII. RESPONSIBILITIES

### A. Division-Wide Responsibilities

1. All Command personnel will support implementing the Division's Community Policing Policy for the bureaus/division and units under their command. This support will include, but is not limited to:
  - a. designating unit members to regularly attend meetings or other community events;
  - b. ensuring that members under their command proactively engage the community and conduct non-enforcement encounters; and
  - c. consulting with the Commander of the Community Affairs/Clergy Unit , to recommend modifications in the implementation of the Department's community relations strategy or unit-level participation.
2. Precinct Commanders will review every six months the current precinct-level strategies for which they have geographical responsibilities, for the purpose of:
  - a. recommending specific strategies, use of resources, or additional precinct strategies to supplement the effectiveness of the current strategies, and



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- b. providing the necessary resources and support for the successful implementation of the strategies.

## B. Community Affairs/Clergy Unit

1. While the community-relations strategy of each precinct and area will be unique to the community it serves, the Commander of the Community Affairs/Clergy Unit, has the authority and responsibility to establish additional guidelines and protocols in an effort to promote a consistent and efficient implementation of the Division's Community Policing Policy.
2. The Commander of the Community Affairs/Clergy Unit shall be responsible for the overall management, monitoring, and auditing of the implementation of the Division's Community Policing Policy and shall ensure that:
  - a. community activities and events are developed, scheduled, and conducted consistent with the Division's Community Policing Policy.
  - b. administrative support and training are provided for the successful implementation of the Division's Community Policing Policy.
  - c. that Community Policing Policy materials and promotional items are made available on the NPD website.
  - d. dialogue is maintained by way of regular meetings **no less than quarterly** with community stakeholders to discuss how community policing efforts are meeting the public safety goals and needs of the community.
  - e. each precinct commander is notified, in writing, if funding is available to be used and managed as outlined in existing policy.
  - f. a **quarterly report** is prepared, and submitted through the chain of command to the Public Safety Director, that includes, at minimum, the following elements:
    - i. community policing efforts overall and in each precinct, including specific problems addressed and steps taken by NPD and the community toward their resolution;
    - ii. a description of current concerns voiced by the community;
    - iii. a description of potential problems that have a bearing on law enforcement activities within the community;
    - iv. a statement of progress made toward addressing previously identified concerns and problems;



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- v. a statement of recommended actions that address previously identified concerns and problems; and
- vi. an analysis conducted on implemented strategies by crime type, geographic area, and the community perceptions, or misperceptions, of crime. The analysis will document the evaluation of crime prevention programs and strategies and will be conducted based on crime data.
- g. a review of city-wide community relations endeavors through the COMSTAT process is conducted **weekly** to analyze the breadth, extent and effectiveness of the implemented problem-solving strategies and community partnerships including officer outreach, particularly outreach to youth; and
- h. coordination of efforts with each Precinct Commander and their Community Service Officers.

## C. Operations Bureau

### 1. Precinct commanders **shall**:

- a. provide for the overall management, monitoring, and auditing of their precinct's implementation of the Division's Community Policing Policy;
- b. ensure the Neighborhood Policing Plans (**Attachment-A**) are developed for designated neighborhoods within each precinct and ensure that the plan is completed, re-analyzed and re-implemented on a bi-annual basis;
- c. ensure the precinct's law enforcement efforts are supported by actively organizing community members to become involved in the problem-solving process to include bringing community members to Comstat meetings;
- d. participate in community meetings;
- e. ensure that communities that have taken back their neighborhoods are given the necessary support to sustain safe communities;
- f. ensure community organizers participate in community meetings;
- g. designate two Division members to serve as the Community Service Officers and ensure that the Community Service Officers are assigned the following:
  - i. individual unit number in the 90/91 series (190/191, 290/291, 390/391, 490/491, 590/591, 690/691);
  - ii. a vehicle;



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- iii. a city-issued cellular telephone (Reference NPD General Order 09-07 Police Division Issued Cellular Smart Phones, Tablets and Electronic Devices);
- h. ensure the Community Service Officers' name and unit number shall be reflected on the daily tour sheet;
- i. ensure the Community Service Officers are assigned to a 4/2 flex schedule (0900-1700/1400-2200 hours);
- j. ensure Community Service Officers are provided with a point of contact list for all houses of worship, schools, businesses, shelters, and community groups;
- k. ensure the Community Service Officers are provided with a point of contact list for all city agencies (i.e. Sanitation, Traffic & Signals, Code Enforcement, etc.);
- l. ensure referrals and/or problem-solving are addressed by the Community Service Officers;
- m. ensure Community Service Officers are informed about all events and crime occurring within the command;
- n. ensure Community Service Officers receive training from the Community Affairs Unit on the procedure for establishing Neighborhood Block Watch Associations and target hardening;
- o. ensure all Neighborhood Block Watch Associations are registered within the respective command and with the Community Affairs Unit;
- p. ensure complaints received on the Community Complaint Form are tracked and addressed;
- q. Refer to the Reporting Section of this memorandum regarding reporting requirements;
- r. develop, monitor, and provide for the overall management of the precinct-level strategies with input from the community and the appropriate precinct personnel; and
- s. be accountable for their command's crime prevention efforts and quality of life concerns. A review of community relations endeavors through the COMSTAT process will provide a forum for analyzing the effectiveness of the implemented strategies and the Division's support of field operations. Additionally, this review will provide the Divisions executive management members a level of oversight to:





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- i. monitor the precincts' response to the public's concerns as it relates to that precinct's chronic crime conditions;
  - ii. coordinate with the mobilization efforts of the Community Affairs/Clergy Unit and other governmental and non-governmental agencies;
  - iii. sustain participation in the Division's community programs and attendance at community events (e.g., Occupy the Block, community meetings);
  - iv. identify the Division's community policing policy's relationship to complaints against Division members made by members of the community;
2. Precinct Executive Officers **shall**:
  - a. monitor, assign, and ensure the closure of automated Community Concerns assigned to their precinct;
  - b. ensure City service requests are initiated and followed-up upon with the appropriate agency/unit;
  - c. coordinate with the community service officer and provide support for the implementation of the community relations strategy at the precinct level;
  - d. on a **daily basis**, be accountable for the proper implementation of this directive.
3. Desk Lieutenants **shall**:
  - a. manage operations, including personnel and material resources, to provide support for the implementation of the community policing policy at the patrol level;
  - b. monitor the Computer Aided Dispatch (QUEUE) and dispatched radio assignments to identify calls for service that may require a problem-solving-oriented response;
  - c. monitor their officer initiated non-enforcement related interactions with community members and organizations;
  - d. ensure units in their assigned shift maintain sector integrity whenever possible.
4. Field Supervisors **shall**:



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- a. attend and actively participate in community meetings and community events, when notified and available;
- b. coordinate with the Community Service Officer to discuss problems raised at the community meetings or identified through other means (e.g., community member identified, personal observations);
- c. participate in community activities and positively engage members of the community throughout their tour of duty.

NOTE: A Police Action and Event number will be generated for any community interaction utilizing the appropriate codes which will be used to record officer-initiated non-enforcement related interactions with community members, organizations, and businesses.

5. Community Service Officers **shall**:

- a. Complete an electronic log sheet or a detective log sheet and utilize the following assignment codes:
  - i. 216 code for community meetings
  - ii. 217 code for community outreach- crime prevention
  - iii. 218 code for community outreach- walk and talk
- b. Identify Community Interest Areas within the command and provide a detailed list on the Community Policing After Action Report (Reference: Section VII. Reporting Requirements, Paragraph A.,).

Community Interest Areas are defined as:

- i. Areas known for chronic criminal activity,
  - ii. Locations of prior or emerging critical incidents,
  - iii. Areas where criminal intelligence reports indicate the possibility of future criminal activity,
  - iv. Locations where the community gathers on a regular or semi-regular basis to hold community functions and police presence is requested or otherwise required.
- c. Attend community meetings and provide the Newark Police Division Internal Affairs pamphlet describing the Internal Affairs process in English, Spanish and Portuguese where appropriate;
  - d. Communicate daily with the Precinct Commander regarding events occurring within the command, crime trends/patterns, community meetings;
  - e. Discuss community issues with the commander and seek advice if necessary;



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- f. Become familiar with the issues, problems, priorities in the area;
- g. Establish and maintain positive/constructive relationships with community leaders, religious groups, the business community, and community at large;
- h. Not answer calls for service except for in-progress high priority calls within the assigned area, when practical;
- i. Submit a weekly report on all activity, including follow-up action on referrals;
- j. Attend training in the establishment of Neighborhood Block Watch Associations and target hardening. This training shall be provided by the Community/Clergy Affairs Unit;
- k. Once trained in establishing Neighborhood Block Watch Associations institute the Block Watches, particularly in areas where crime has occurred;
- l. In instances when a complaint is received it is the responsibility of the Community Service Officer to take the appropriate actions to abate the complaints and document them accordingly;
- m. Provide and maintain a sign-in sheet for community meetings;
- n. Distribute seasonal literature to residents (i.e. snow removal);
- o. Recruit and compile a list of citizens interested in participating in Public Safety Department sponsored events (Public Safety Academy, Community COMSTAT, CERT training, youth oriented events, etc.);
- p. Gather information on the registration of Confidential Informants where appropriate and ensure the information is confidentially forwarded to the appropriate section (i.e. narcotic information forwarded to the Special Enforcement Bureau, shooting information forwarded to the Criminal Investigations Division, etc.);
- q. Be responsible for the Division issued cellular telephone which shall be used to communicate with the community;
- r. Provide the Division issued cellular telephone number to residents, community leaders, clergy members, business personnel, etc., to be handed out on business cards during face to face interactions and made available on the NPD website ;
- s. Follow up with all complaints received, provide referrals when necessary;



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t. Shall coordinate efforts with the Commander of the Community/Clergy Affairs Unit or his/her designee.

D. Commander of the Special Victims Division **shall** ensure:

1. Community Alerts and Area Crime Patterns are developed, processed, and disseminated using established procedures;
2. a liaison is designated as a point of contact for the precinct Community Service Officer to communicate with and serve as a resource to address community issues including:
  - a. domestic violence.
  - b. older adults.
  - c. juveniles.
  - d. community alerts and crime patterns.
3. a detective is designated to attend community meetings or other community events, when requested.

E. Commander of General Crimes Division **shall** ensure that:

1. Community Alerts and Area Crime Patterns are developed, processed, and disseminated using established procedures;
2. a liaison is designated as a point of contact for the precinct Community Service Officer to communicate with and serve as a resource to address community issues including:
  - a. Burglaries.
  - b. Thefts.
  - c. Thefts from Auto.
  - d. Auto Theft.
5. designate a detective to attend community meetings or other community events, when requested.

F. Commander of Major Crimes Division, **shall** ensure:

1. Community Alerts and Area Crime Patterns are developed, processed, and disseminated using established procedures.
2. a liaison is designated as a point of contact for the precinct community service officer to communicate with and serve as a resource to address community issues including:
  - a. Homicides
  - b. Shootings.



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- c. Robberies.
    - d. Narcotic Complaints.
    - e. Community alerts and crime patterns.
  3. Designate a detective to attend community meetings or other community events, when requested.
- G. Public Information Office
  1. The Commander of Public Information Office **shall**:
    - a. keep current and ensure the proper maintenance of the NPD website and its accompanying Newark PD Application for smartphones;
    - b. ensure community relations data and associated databases are consistently updated;
    - c. maintain constant communication with traditional media outlets (print and broadcast) concerning community engagement activities;
    - d. use social media outlets like Twitter and Facebook to continually communicate with the public. This communication must strike a delicate balance between protecting the investigation and keeping the public well-informed;
    - e. ensure that the dissemination of criminal investigation information, including police-involved shootings, will be accurate and timely; and
    - f. ensure all community service officer contact information is posted and updated on the NPD website
- H. Office of Professional Standards
  1. The Commander of the Office of Professional Standards will conduct **quarterly** reviews to evaluate the effectiveness of the Division's Community Policing Policy as it relates to the number of community member's complaints against Division members and the reported allegations. This review will also include recommended strategies to positively impact complaints made against Division members by members of the community.
  2. This evaluation will be submitted to the COMSTAT Unit and will be included in the review of the implementation and ongoing review of the Division's Community Policing Policy through the COMSTAT process.
  3. Complaints against CSOs will be processed in the same manner as complaints against other officers.



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## IX. REPORTING REQUIREMENTS

### A. Each Precinct Commander **shall**:

1. Ensure officers keep a record of all community engagement activities for inclusion in weekly after action reports.
2. Ensure Community Service Officers submit a Community Policing After Action Report on an Administrative Report weekly. The weekly report is to be forwarded to both the Commander of the Community Affairs/Clergy Unit and the Office of the Public Safety Director every Tuesday.
3. Ensure the weekly report includes:
  - a. Prominent community issues learned from residents, clergy and business owners/managers/employees:
    - i. to include specific problems addressed and
    - ii. steps taken by NPD and the community toward their resolution;
  - b. Established Neighborhood Block Watch Associations;
  - c. Establishment of youth events;
  - d. Youth organization events attended;
  - e. Community meetings attended by members, to include:
    - i. Organization and/or Association Name
    - ii. Organization and/or Association President
    - iii. Organization and/or Association Contact Information
    - iv. Location of meeting (specific address listed)
    - v. Time of meeting
    - vi. Topics of discussion
    - vii. Division personnel in attendance
    - viii. Calendar of following month community meetings;
  - f. Results of recruitment efforts for Department of Public Safety events;
  - g. Innovative plans to assist the community in improving quality of life;
  - h. Any suggestion that, in the opinion of the Community Service Officer, will enhance and strengthen the relationship between NPD and that particular neighborhood/sector;



# NEWARK POLICE DIVISION GENERAL ORDER



- i. Follow-up contact with residents in the area of violent crime incidents;
- j. Documentation of complaints received, actions taken, and all referrals initiated;
- k. Any issues with the department issued cellular telephone;
- l. Identified community interest areas;
- m. Any city services that are needed to address quality of life issues in that neighborhood/sector; and
- n. Any other pertinent information.

## **X. RESPONSIBILITY FOR COMPLIANCE**

All Division personnel are responsible for complying with this Order. Supervisory and Command Officers shall ensure that subordinates are aware of, understand, and comply with this Order. All sworn officers will be subject to discipline for violation of any portion of this Order.

## **XI. EFFECT OF THIS ORDER**

All previous Division orders and memoranda governing community policing and engagement that are inconsistent or in conflict with this order are hereby rescinded. This order shall become effective immediately.

BY ORDER OF:



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**ANTHONY F. AMBROSE  
PUBLIC SAFETY DIRECTOR**

AFA/BO/lc

Attachment A: DPS MEMO 18-313A Neighborhood Policing Plans



# NEWARK POLICE DIVISION GENERAL ORDER



## ATTACHMENT A





DEPARTMENT OF PUBLIC SAFETY  
MEMORANDUM



**TO:** Police Division **DATE:** April 1, 2019  
**FROM:** Anthony F. Ambrose **NUMBER:** 18-313A  
Public Safety Director **TICKLER:** 18-435  
**CD:** 18-06  
**SUBJECT:** Neighborhood Policing Plans **FILE REF:** ADM 6  
xREL 1

Public Safety Memorandum 18-313A, Neighborhood Policing Plans, has been amended to reduce the number of targeted neighborhoods per precinct and clarify reporting requirements and expectations.

Community Policing promotes strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder and fear of crime. In keeping with the community policing philosophy, Precinct Commanders shall develop a Neighborhood Policing Plan specific to smaller neighborhoods within their command. These plans will include strategies that are unique to each Precinct's crime conditions, providing a more localized approach to problem-solving and crime reduction. Precinct Commanders will partner with the community, including residents, business owners, faith-based organizations, school officials, and other service organizations. Concentrated efforts will be made to address the issues identified jointly by the community and police as problematic, with realistic solutions.

**Phase One – Identifying Neighborhoods**

Commanders shall choose **two (2)** neighborhoods (small geographic areas) within their precincts as their initial target locations. These neighborhoods shall be picked based on data and information available to commanders such as quality of life complaints received through community meetings, location investigation complaints, quality of life calls for service, disorderly and/or disruptive behavior calls for service or complaints, crime data, intelligence, and officer neighborhood canvass results. Neighborhood selection shall not be made based solely on crime patterns. While reviewing complaints, commanders shall keep in mind that the initial phase of their neighborhood policing plan should be geared towards addressing problems/issues that are reasonably treatable and factors, relatively within reach, that limit crime/disorder opportunities. Commanders shall prioritize community policing activities based on those that will have the most positive effect on the community.

Precinct Commanders shall submit an **administrative submission** to the Chief of Police listing the two (2) neighborhoods selected by **Monday, April 15, 2019**. The report shall include **in detail** the quality of life and/or crime/disorder **issues** experienced in the neighborhood, the **analytical methods** used to select each neighborhood, **initial goals and anticipative results**, **key community partners** in the neighborhood, as well as, the **geographic boundaries** of each neighborhood along with the **proposed date of the community meeting** to be held in the neighborhood.

### **Phase Two – Establishing Partnerships**

During Phase Two, Commanders shall begin contacting and partnering with key community stakeholders such as residents, business owners, faith-based organizations, school employees, etc. In cultivating these community partnerships and working groups, Commanders shall utilize Police Division resources that already are in place such as their Community Service Officers, School Resource Officers, personnel assigned to Community Affairs/Clergy Unit, their field personnel, and detectives. Precinct Commanders shall liaise with the Commanders of each these divisions/units to streamline resources and efforts. Commanders must recognize that field officers engage in community policing on a daily basis, at the front lines, due to their daily interactions with the community. Relationships are established with the community through daily interactions during foot patrols, frequent interaction with business owners, and when responding to calls for service. These officers shall be included in the process of identifying quality of life and crime/disorder issues in the neighborhoods they are assigned to. Likewise, these officers shall be included in the problem solving/solutions discussion.

Community Resource Officers, Community Affairs/Clergy Unit personnel, School Resource Officers, and patrol officers shall be utilized to collect data through the use of surveys. Surveys shall be conducted with residents, business owners, clergy members, and district leaders. Surveys shall also be conducted with Newark Police Crossing Guards in the selected neighborhoods. Completed surveys shall be forwarded to the Community Affairs/Clergy Unit. **The Community Affairs/Clergy Unit Supervisor shall coordinate with the Comstat Unit to have the data reviewed and analyzed.** The Community Affairs/Clergy Unit Supervisor will supply this information to each Precinct Commander.

Commanders shall hold community meetings to discuss why the neighborhood was chosen, what they perceive are the issues, solicit the community's input on what they feel are the issues and to discuss and jointly develop possible solutions. These meetings will serve as an opportunity to collaborate and collectively discuss and address issues in neighborhoods that lead to crime and disorderly behavior. By openly discussing the issues and solutions, residents are empowered to take back their neighborhoods. These meetings shall also be used as an opportunity to inform the community about personal safety and responsibility, as well as property security. Information shall be available via handouts and presentations that provide tips on securing homes, businesses, apartments, vehicles and person.

Community Resource Officers, Community Affairs/Clergy Unit Personnel, School Resource Officers, and patrol officers shall be utilized to promote community meetings. Flyers shall be created and distributed throughout the neighborhood to ensure the greatest possible attendance. Community Affairs/Clergy Unit personnel will also attend scheduled community meetings.

Precinct Commanders shall submit an **administrative submission**, through the chain of command, to the Chief of Police confirming the **dates of the community meetings** for each neighborhood. Included in this report shall be the **names and contact information** of the community stakeholders for each neighborhood. These reports shall be submitted by **Monday, May 20, 2019**.

Precinct Commanders shall submit **follow-up reports for each community meeting** listing the issues, problem solving efforts and actions taken. This report shall be forwarded through the chain of command, to the Chief of Police within seven days of the community meeting. The Office of the Chief of Police shall ensure receipt of each follow up report.

### **Phase Three – Problem Solving**

Once partnerships are established, issues discussed and agreed upon, solutions shall be discussed and strategies jointly decided on. The goal is to solve the issue/problem and impact the root cause of it, not just simply respond to it. Partnerships can be expanded, based on the issue at hand, to include other city and county agencies, as well as, non-profit, advocacy, and/or service/resource providers. Consideration should be given to the potential contribution each partner can bring to solving the agreed upon issues. Commanders shall establish and develop a working relationship with key members of each of the participating organizations. Commanders shall establish regular, open, two-way communication with all partners involved using in-person meetings, phone calls, email, and appropriate media/social platforms.

Commanders shall utilize division/units within the Police Division as a source of information and as a resource for abating issues. The Illegal Dumping Task Force, Special Police Liaison Unit, A.B.C., Metro, and Criminal Intelligence Section all specialize in areas associated with quality of life issues, disorderly behavior, and crime that impacts quality of life. The Juvenile Services Section and Special Police Liaison can be utilized when dealing with issues surrounding or involving minors. Special Police Officers are regularly assigned to the schools and interact with the student body throughout the school year. Community Affairs/Clergy Unit Personnel shall be actively involved in the problem solving process.

Problem solving shall involve principles of the SARA (Scan, Analyze, Respond, and Assess) model of community policing. Commanders shall discuss this model at community meetings, with their partners, and with their supervisors and officers. SARA can be used to identify problems, analyze associated factors, develop appropriate responses, and evaluate the results. The use of the SARA model helps to develop interactive relationships between the police and community, allows for the combining of resources, and helps to reduce repetitive problematic situations. This model also helps to determine why the issues/problem exists and helps to identify the conditions that contribute to/perpetuate disorder and crime.

As part of the solution, Commanders shall collaborate with the community to identify individuals, places or **behaviors** that are disruptive to the neighborhood. Commanders shall use the crime triangle model to focus on immediate conditions that effect problem-solving efforts. Links among the victim, offender, and location (crime triangle) shall be examined. In addition, factors that can impact the crime triangle shall be examined such as capable guardians for the victim (security guards, teachers, neighbors), handlers for offenders (parents, friends, probation officers) and managers for locations (business owners/employees, park employees).

A brief explanation of the SARA model of community policing is explained below:

**Scan**: to identify problems that cause concern for the community and the police;

**Analyze**: to determine the causes of problems and develop useful solutions;

**Respond**: by implementing the best course of action; and

**Assess**: regularly and evaluate the chosen course of action to determine its effectiveness.

Specific problem solving actions must be tailored to the issue/complaint. Responses should include non-enforcement activity. Commanders and their partners must think outside the box. The solution to every problem is not a summons or stern warning. Commanders and their partners should constantly be assessing the neighborhoods for root causes of disorder.

**Bi-monthly reports** shall be submitted to the Office of the Chief of Police **during Phase Three, Problem Solving**. The **first report** shall be submitted by **Monday, June 17, 2019**.

**These reports shall include:**

- Overview of significant crime/disorder incidents and response
- Follow-up contact with residents in area of significant crime/disorder incidents
- Complaints/issued received from residents, clergy and businesses, including:
  - Specific problems addressed
  - Steps taken by police personnel and the community toward resolution
- Documentation of complaints received, actions taken, and all referrals initiated
- Any city services needed to address issues, actions taken to contact them, and results
- Community meetings attended, including:
  - Organization and/or Association Name, President, Contact Information
  - Location, time of meeting, attendees
  - Topics of discussion
- Innovative plans to assist the community in improving quality of life
- Community engagement events established and attended
- Any suggestions that will enhance and strengthen the relationship with the community

**Once neighborhoods are stabilized**, Precinct Commanders shall ensure resources and necessary support are provided to sustain safe communities. Precinct Commanders shall then identify other neighborhoods, **update their Neighborhood Policing Plans**, and begin fostering partnerships in the newly chosen neighborhoods.

Overall **Neighborhood Policing Plans** shall be **updated and revised on a bi-annual basis**. Special attention shall be given to the quality of life/crime/disorderly issues that are predominant during the upcoming time of year. Issues that are prevalent during the warmer, summer months are not necessarily the same as the issues that occur around the holidays or during the colder months. These plans shall be tailored to the specific geographical neighborhoods chosen, again the issues in the Forest Hill section are not the same as the issues downtown or in the Ironbound. Neighborhood Policing Plans, although tailored to precinct neighborhoods, shall be guided by and not deviate from the principles described in the Newark Police Division's Community Strategic Plan.

Precinct Commanders shall be prepared to discuss their Neighborhood Policing Plans, including neighborhood specific crime/issues, problem solving efforts, and community engagement activity **weekly at Comstat**.

The Commander of the Consent Decree and Planning Division shall ensure this directive is uploaded to Power DMS. All Division personnel are responsible for complying with this order, as well as, all related orders and policy.

By Order of:



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**Anthony F. Ambrose**  
**Public Safety Director**