

# NEWARK POLICE DEPARTMENT

## STRATEGIC PLAN

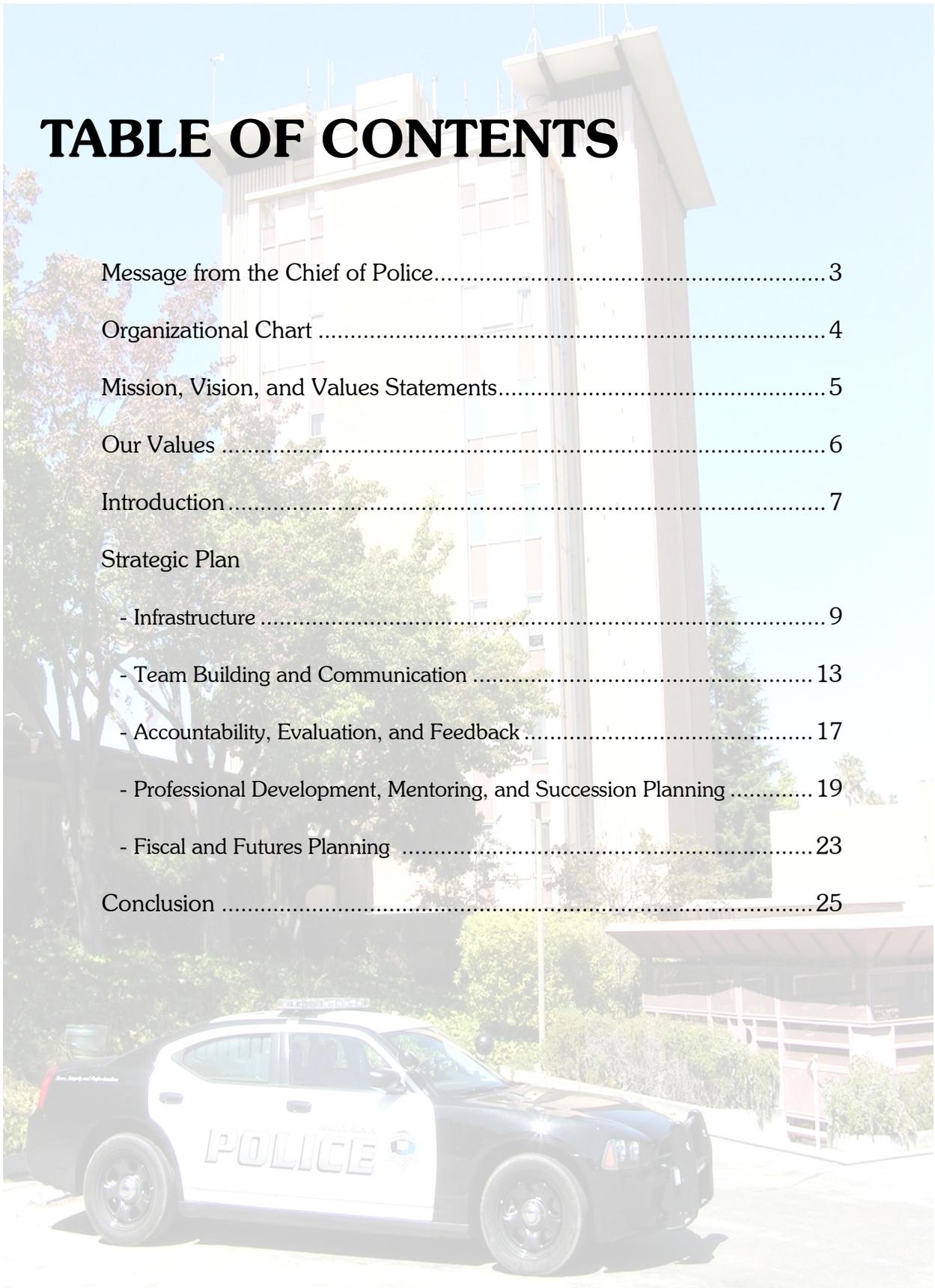
2010 - 2015

*OUR ROADMAP TO  
A SUCCESSFUL FUTURE*



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## Message from the Chief of Police



*After being appointed as Chief of Police in July 2008, one of the goals I set was to formulate a Strategic Plan that would provide staff with a blueprint of the methods we would employ to guide our department into the future. The completion of this plan was made possible by the valuable input provided by all members of this department, sworn as well as non-sworn; analysis conducted by supervisory staff; and hours of research and development of the final document by command staff. I believe this collaborative effort helped us to develop a practical and realistic plan of action for the next five years; however, our Strategic Plan is not a static document. It must be flexible and adaptable to change due to current issues such as emerging technologies, lack of economic stability, and increasing service demands.*

*The development of our Strategic Plan gave us the opportunity to review our current Mission, Vision, and Values statements, which reflects our commitment to our staff as well as to the community. The changes made to these documents laid the groundwork for our Strategic Plan and also provides us with clear direction for our professional lives. Each and every one of us will play a vital role in determining our success in the execution of the strategies contained within the Plan. I look forward to meeting the challenges we have set for ourselves as a police department.*

*Thank you again for all of your hard work in the development of our Strategic Plan, as well as your future contributions to its implementation.*

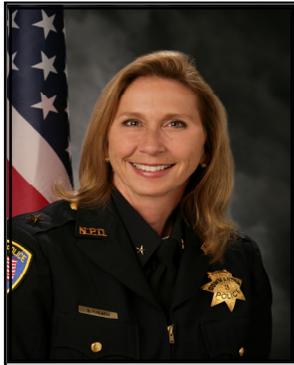
*Sincerely,*

A handwritten signature in cursive script that reads "James Leal".

*James Leal  
Chief of Police*



Chief James Leal



Commander Donna Shearn  
Field Operations



Commander Tom Milner  
Support Services



Commander Bob Douglas  
Administration

Patrol Division  
 Patrol  
 K9  
 Traffic  
 Animal Control  
 Vehicle Abatement  
 Reserves  
 FTO Program  
 Abandoned Automobiles  
 Citation/Tow Hearings  
 Graffiti Abatement  
 Jail Operations  
 Range/Firearms  
 Technology

Special Enforcement Team  
 School Resource Officer  
 Major Crimes Task Force  
 Explorer/Cadet Program  
 Community Activities  
 Emergency Preparedness  
 Homeland Security  
 Honor Guard  
 Licensing/Permits  
 Mall Liaison  
 Plan Reviews  
 SWAT  
 HNT  
 Tactical Dispatch

Detective Division  
 Records Division  
 Communications Division  
 Personnel  
 Training  
 Property  
 Evidence  
 Red Light Photo Enforcement  
 CERT  
 Fleet  
 Internal Affairs  
 Legal Affairs  
 Policy & Procedures  
 Public Information Officer



## *Our Mission*

*To work in partnership with our community to enhance public safety and improve the quality of life through creative, innovative, and proactive policing strategies*



*Honor, Integrity and Professionalism*

## *Our Vision*

*Excellence in public safety services*



## *Our Values*

- Honor*
- Integrity*
- Professionalism*
- Commitment*
- Leadership*



## Our Values

*The Newark Police Department is entrusted to perform a critical community service - Law Enforcement. As members of the Newark Police Department, we understand that our decisions and actions must meet the most demanding ethical standards. We shall commit to the highest levels of personal and professional conduct by adhering to these five core values:*

### Honor

*To honor the public trust bestowed upon us, we:*

- *Value and respect the badge, profession, and oath of office*
- *Respect each other and the organization*
- *Appreciate tradition and the culture of our department*
- *Show pride in our accomplishments*
- *Model our values through our actions and words*

### Integrity

*Keeping in mind that integrity is the foundation of all our actions, we:*

- *Value honesty, even if it means admitting our own mistakes or acting against our personal interests and loyalties*
- *Treat all people and issues in an unbiased, equitable, and just manner*
- *Provide accountability for all our actions to the public, judicial system, our Code of Ethics, and ourselves as individuals and as an organization*
- *Possess the moral courage to assert ethical conduct when under pressure*

### Professionalism

*To conduct ourselves with the highest professional standards, we:*

- *Maintain a commitment to accomplish our mission by always putting forth our best effort*
- *Strive to reach our goals by continually providing excellent service*
- *Maintain competence by continuing to develop our knowledge and skills through education and training, making our department a role model, and sharing our experience with others*
- *Take pride in who we are and how we apply ourselves to achieve a positive public image*
- *Will constantly evaluate our performance and strive to continually improve through the acceptance of feedback*

### Commitment

*As law enforcement professionals who are committed to service, the department, and our profession, we:*

- *Strive to maintain excellent relations and instill trust with the community we serve and with each other*
- *Develop friendships and consistently maintain respect among fellow members, regardless of rank or personal influences*
- *Remain approachable to all those who we serve and conduct ourselves in a positive and professional manner*
- *Work effectively with each other and with those in other organizations to achieve common goals*
- *Control our own destiny by creating a desirable future through vision, planning, member participation, and implementation of ideas through strong follow-through*

### Leadership

*We recognize the needs of the department and community will continue to change. As leaders, we:*

- *Understand that leadership is situational and requires both leaders and followers to achieve mutual goals*
- *Lead by example and have the courage to do the right thing*
- *Communicate effectively with each other*
- *Empower our members by providing the skills, tools, and opportunities to succeed*
- *Seek, procure, and use our resources prudently to provide our services safely and efficiently*
- *Encourage innovation that promotes organizational growth*

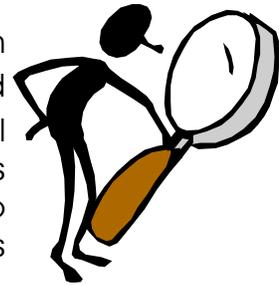




In March 2009, command and supervisory staff participated in a two-day team building workshop. Through a series of facilitated brainstorming sessions, critical strategic issues facing the department were discussed and the framework for a Strategic Plan was developed.

### Where are we today?

Prior to the workshop, supervisors conducted a realistic evaluation of our **S**trengths and **L**imitations, as well as the **O**pportunities and **T**hreats that we face in meeting our expectations based on actual input from staff. Information gathered during this SLOTS analysis was crucial in deciding where we were as an organization now so we could build upon that and move forward with realistic goals and objectives to meet future challenges.



The next step in this process involved analyzing our current Mission, Vision, and Values Statements. After developing a draft of each, supervisors then met with staff to solicit their ideas. Input from all areas was taken into consideration before the final versions were approved and implemented in September 2009. Once this task was completed, we were able to establish the foundation for our Strategic Plan.

### Where do we want to be?

The development of goals, strategies to implement them, and a means to measure results are the keys to the success for any organization. A goal is an end toward which effort is directed. SMART goals are Specific, Measurable, Aligned, Realistic, and Ime Specified. Strategies provide a plan of action that serves as a road map toward the implementation of identified goals. Monitoring progress during this process allows for ongoing review and update of the plan, while the end results determine success or the need to reassess or adjust the plan.

While keeping our new Mission, Vision, and Values Statements in mind, five goals were identified as our priorities for future success. Each goal addresses issues such as economic instability, personnel development, communication, and infrastructure.





### How do we get there?

The foundation of our Strategic Plan was based upon input from all members of the department. The methods used to achieve our goals will also require a collaborative effort. All stakeholders must support and engage themselves in the process to achieve organizational success. Over the next five years, our main focus will be in the development of the following areas:





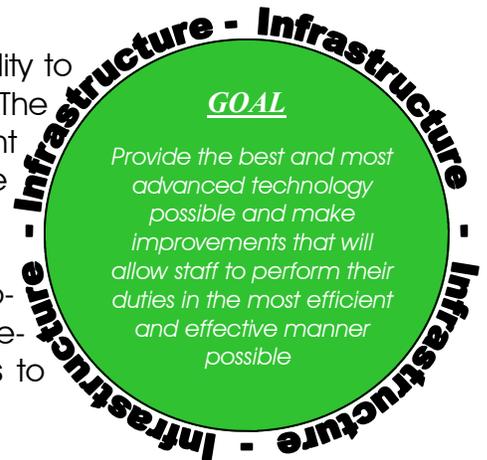
Information Systems (IS) play an integral part in our ability to provide law and safety services to our community. The challenge for us is to provide professional and consistent policing services 24 hours per day throughout a diverse population, while doing so in a tough economic climate.

We will need to manage and sustain our current technological infrastructure while balancing current financial restrictions with the need to provide our staff with the tools to perform at a high level.

Changes in technology provide us with opportunities to enhance the manner in which we perform our duties, improve the delivery of our services, and allows us to be more responsive to the community's needs.

Recent improvements of our day-to-day processes include:

- Implementation of the Telestaff scheduling system
- Access to CrimeReports.com for crime trends and real-time crime analysis
- Availability of personal lapel cameras to increase organizational transparency
- Installation of Automated License Plate Readers (ALPR) on patrol vehicles
- Obtained a new UPS battery backup system for dispatch
- Contract with an alarm management company for processing and collections
- Upgraded radios from analog to digital for county interoperability
- Utilize website for on-line crime reporting
- Purchase of Robotex tactical robot for high risk incidents
- Provide staff with Daily Training Bulletins which highlight current topics
- Implementation of tracking software for the Field Training Officer Program





The use and dependency on technology has grown in importance over the past decade and will continue to play a vital role in policing as officers rely on the tools and applications required to retrieve, share, and communicate information in a timely manner. Our priority will be to provide the operational support necessary to create system and process improvements which will streamline the manner in which information is relayed and received.

## **STRATEGIES**

**Continue to provide the technology required to improve efficiency**

**Provide solutions to current problems before adding new technology**

**Utilize staff resources effectively with consideration toward future command and supervisory structures**

**Continue to improve fleet and building conditions as needed**

### **Provide technology required to improve efficiency**

We are experiencing a growing emphasis on technology, as new technological tools for law enforcement are created and as the department looks at best practices and ways to create internal efficiencies. However, technological advances are a two-edged sword – additional resources will be required to incorporate technological innovations that promise greater cost effectiveness in the future. We will need to budget and/or find outside resources that would augment our existing, as well as new technology.

Timely information in the hands of our officers is a powerful tool. Plans to be more efficient through advanced technology need to be explored and funding options should be pursued when technological improvements are identified. Advancements in available hardware, software, and other technologies will allow us to "do more with less," or in the real world, "do more with available resources." The efficient use of technology will improve our productivity by increasing officers' technological independence from dispatch and their time spent in the field, improving the quality of reports, and tracking problem solving efforts while expanding access to information vital for successful day-to-day operations.



In order to support decision making and improve service response, data obtained through technology systems must be accurate, timely, and readily accessible. Future projects to assist in this area include an upgrade of the CAD/RMS system, the installation of a third Automated License Plate Reader (ALPR), implementation of in-field reporting capabilities for officers, and the addition of online reporting options, including the ability for citizens to purchase accident reports. Another technological advance that would lead to improved efficiency would be the promotion and expansion of the use of the website for neighborhood alerts and safety information.

#### Provide solutions to current problems



The road to technological change is not always smooth or straight. We expect to encounter problems and glitches that will require us to re-evaluate and adjust our direction. The lack of IS staffing currently limits the implementation of new technology, although we remain committed to pursuing innovative strategies. We must first ensure that staff is informed, trained, and motivated to use current applications, identify and develop peer level staff to assist with minor tech support issues, and reconfigure our electronic storage methods to a common standard.

Technology is fast paced and ever changing, with new and improved technologies developing all the time. We will remain committed to staying current, and even at the leading edge of technology, if it makes sense for this organization. New technologies are frequently purchased just because they are new and innovative without any thought to the impacts their acquisition will have on IS staffing or if the need is really warranted. We will research and evaluate all potential technological purchases to ensure that our overall efficiency and effectiveness will be increased and that we will have the adequate hardware, training, and personnel to implement them in a timely fashion. In addition, we typically have a number of active IS projects that require our undivided attention and we must continue to complete those before taking on new technology.

#### Utilize staff resources effectively

The department is concerned about all aspects of staffing, particularly with the economic downturn and subsequent loss of staff over the last few years. To ensure that we are able to continue to provide a high level of service to the community, we have implemented a differential response system which allows us to prioritize calls for service. In addition, we have created a support system of staff from other divisions such as Traffic, Detectives, and the Special Enforcement Team who can provide back-fill support to Patrol when needed.



The contracting of our alarm management program, utilization of new technology such as online and in-field reporting, and collaborating with other agencies to provide regional services has freed up much needed staff time. We must also continue to monitor and evaluate our the current scheduling system, as well as the effective and efficient use of our existing personnel.

Improvements to fleet and building conditions

Another challenge facing us in the near future that is directly impacted by budget constraints is maintaining a fleet of vehicles that are capable of meeting the increasing demands placed on them. A direct request process has been established with our Maintenance Division whereby police personnel can report issues immediately, which has resulted in vehicles being fixed in a more timely manner. Continued proactive maintenance of the patrol vehicles also increases the reliability and overall lifespan of our fleet. As a result, we have been able to extend the rotation date of our vehicles. Because we have been fiscally responsible with the maintenance of our fleet, we have been able to utilize some of the savings to purchase the latest state-of-the-art emergency equipment and vehicles. We will continue to evaluate the latest technologies for our fleet, as well as the newest offerings from vehicle manufacturers to ensure we provide our staff with the highest quality equipment possible.

Due to the current economic downturn, the purchase of a new building is also not feasible in the near future. However, employees should have efficient work areas that will be conducive to pride and professionalism in their work product. Appearances also help to form a first impression of our staff and through maintenance services and employee care, we can help keep our facilities as clean and efficient as possible. We will continue to make improvements internally as the need arises and funding is available. Recent upgrades such as the installation of several televisions that also function as computer presentation centers for training, web broadcasts, and various other media related presentations, an interactive whiteboard in briefing, and new fitness room equipment have improved working conditions for our staff. One future project will be the update of the police lobby, which will provide our customers with a more professional and welcoming area in which to conduct business.

At some point in the future, we will need to look at the potential growth of the city and the department, as well as the needs of the community, to effectively plan for changes to our physical infrastructure.





Effective communication is essential to achieving organizational unity. The clear, constant, and consistent flow of information, and the transparency that it creates, must begin at the top in order to become a departmental norm. Information must also flow in an upward direction and an open door policy that encourages exposure and accessibility to upper management will allow for a free flowing exchange of information.



The creation of this Strategic Plan outlines our goals and objectives while emphasizing our "One Message, One Voice" philosophy. Our new Mission, Vision, and Values Statements were produced in 2009 with input from all police personnel and we all now strive to provide services to the community based on those core concepts. The successful implementation of the Plan must involve continuous follow up on our progress in meeting our goals and communication of our successes and challenges to all members of this department.



Factors such as philosophical opinions and the verbal skills of those involved can influence the effectiveness of communication. As individuals from younger generations begin to enter key decision making positions, we must continue to be involved in dialogue, accept differences, and establish common goals in order to strengthen the relationships that will lead to team building and an atmosphere of mutual trust, respect, and cooperation. The lack of personal relationship building, information filtering, and repercussions for speaking out can lead to misunderstanding and distrust. By recognizing and understanding our differences in experiences, opinions, habits, communication methods, and behavior, we benefit by encouraging a joint effort in producing solutions to issues facing our department.

Public confidence in our ability to provide professional service is also shaped by open, accurate, and timely communication. We must continue to reinforce our primary objective of public safety, as well as ensure that members of our department embody the highest levels of competency and integrity. Reinforcement of this philosophy will enhance community partnerships which will lead to collaborative ownership and solutions to community problems.



We will strive to maintain and improve our lines of communication and the way in which we share and manage information and knowledge within the organization as well as with the community.

## STRATEGIES

### Promote a "One Message, One Voice" Philosophy

#### Improve Internal and External Communications

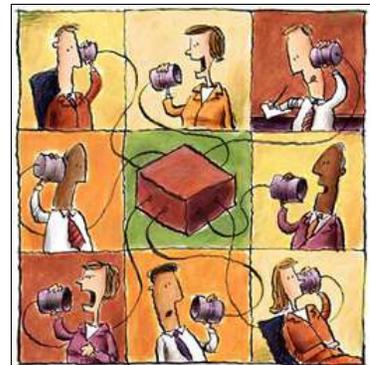
##### Promote a "One Message, One Voice" Philosophy

Staff must have a clear understanding of the issues we are facing so they are able to commit to the direction and goals of the department. The concept of "One Message, One Voice" begins with open and consistent communication and requires those participating to embrace the ideals and methods determined to be essential for the continued growth of our staff and the organization as a whole. It is imperative that we share ideas, express concerns, and voice our opinions. We have created an organization that embraces spirited debates and asks for honest input from the bottom to the top. From these discussions, decisions are made and directions, projects, and initiatives are developed. Once a course is set or plan is established, it is equally important that each of us communicate this direction or message in the same manner and support each other. Staff should feel that we all embrace these ideas as our own and the message should be consistent regardless of who is providing the information.

##### Improve Internal and External Communications

###### Internal Communication

Two way communication across all divisions and individuals, both sworn and non-sworn, and throughout all levels of the department will be the key to our success. Employees want direction from their supervisors and management would like input from staff. When employees stay quiet about what they need, the negative results of missed opportunities, delayed projects, and failed initiatives can occur. In addition, if management fails to solicit or utilize staff suggestions, valuable insight from the front-line vantage point is lost.





Current efforts to improve internal communication include:

1. Relocating the Detective Division to the Annex;
2. Scheduling quarterly meetings between management and the Newark Police Association Board, monthly meetings for supervisors, and weekly meetings for management;
3. Distributing department bulletins, supervisors' meeting minutes, and semi-annual departmental updates; and
4. Providing the opportunity to meet with the Chief to discuss yearly evaluations and other concerns.

Suggestions to improve internal communications even further would be to solicit more open attendance at our monthly supervisors' meetings and to scheduled department-wide meeting on an as-needed basis.

#### External Communication

Communication between law enforcement and the community we serve promotes public confidence, which leads to the development of a strong partnership. Community awareness, feedback, and involvement leads to collaborative ownership and the desire to assist in the prevention of criminal activity, as well as the willingness to get involved in solving crimes. Our primary goal must then be to provide timely and accurate information in an open and transparent manner. The public has a right to know what we are doing to preserve their safety and the steps we are taking to ensure our staff embodies the highest levels of service and integrity.

Budget constraints have affected our ability to provide programs such as Crime Prevention and Neighborhood Watch over the last couple of years. Despite this setback, we were able to continue to provide crime prevention tips to citizens through scheduled community meetings, whenever possible, and current crime statistics via the CrimeReports.com website. With the recent passage of Measure U, we will now be able to hire a part-time manager to resurrect both programs in early 2012.





We will strive to provide a continuous flow of information to victims of crimes and distribute customer service surveys to ensure we are maintaining a high level of service for our community members. We utilize our website to provide citizens with timely and relevant information such as departmental statistics, press releases, and news alerts, as well as providing an email link to answer any questions or concerns. We also contribute articles to the City newsletter which allows for widespread distribution of information.

Joint initiatives and partnerships are also crucial to our organizational well-being. We strive to maintain positive, collaborative relationships with local, state, and federal law enforcement agencies, other City departments, the school district, local businesses, and organizations such as Rotary and Optimist.

In addition to utilizing various media outlets to improve communication to external parties, we must also take advantage of every opportunity to market ourselves and promote our organizational successes. Our continued presence at community events, as well as with our involvement in department-sponsored activities such as the Citizen Police Academy allows citizens to develop and/or enhance positive feelings toward law enforcement.





There are a number of issues that have an impact on morale, including relationships between work units, as well as those between line and supervisory staff. Defining expectations between ranks and holding each other accountable for these expectations is crucial to the overall health of this organization. However, before increased accountability can improve productivity, employees must possess the capabilities and responsibilities for their assigned tasks. We must hire staff with the necessary skill set, provide them with proper training, and develop them as they progress through the organization.

### STRATEGIES

Promote personal and departmental accountability

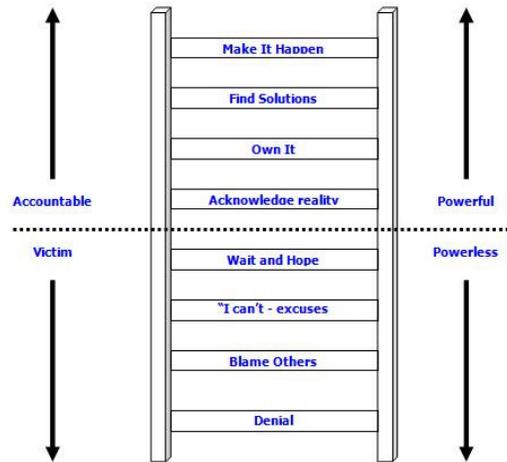
Utilize performance evaluations as a career development tool

Promote personal and department accountability

Performance can only be gauged adequately after giving employees responsibility over their jobs, empowering them with the appropriate authority, and providing them with the necessary resources. People respond to challenging, meaningful work, and the leaders of this organization must be willing to give their staff responsibility and authority for their tasks and expect a minimum standard for their performance. Peer accountability is also a powerful tool that we have been utilizing through the publication and distribution of shift productivity reports.

Accountability should hold positive connotations as it functions quite differently from discipline or blame. Accountability relates to expectation and an opportunity for recognition and growth. Recognizing employees for their exceptional efforts and accomplishments enhances their sense of pride, worth, and contribution to the organization, which drives them to work harder. When they realize their work contributes to the overall success of the organization, they naturally strive to contribute more and improve with each task they complete.

### Ladder of Accountability





Utilize performance evaluations as a career development tool

The use of performance evaluations in career development planning gives employees benchmarks and attainable goals to achieve. Providing open and honest feedback throughout the year and assigning staff to specific shift supervisors allows for ongoing discussion and a continuous and consistent evaluation process. Although we trust each employee to do the right thing even when no one is looking, we also realize the importance of providing the supervision necessary to guide and mentor staff toward organizational expectations and goals in a constructive and effective manner.

As a result of our team building workshop, we realized that we needed to change what we measure when it comes to individual performance and, just as importantly, how those evaluations are used by the department. Whereas in the past we have measured primarily activities and assigned numerical ratings, our new strategy requires the evaluation of performance and results. A pre-evaluation worksheet has since been created, a trimester evaluation process was implemented, and the current performance evaluation document was updated to reflect relevant job dimensions.

We will continue to encourage and support individual and group initiatives in order to promote a sense of shared ownership, responsibility, and accountability. We will effectively communicate these initiatives throughout the department and encourage input and feedback whenever possible.



George Washington University



Are we ready for the future? Are we doing a good job preparing the next generation of leaders?

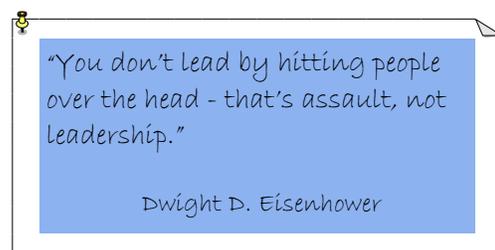
Succession planning ensures that all qualified individuals are given the opportunity to receive the training and practical experience necessary to be successful in their current, as well as potential future positions. Succession planning is a long-term investment in our department's future, not a short-term fix. From Police Explorer through the Police Chief and all ranks (sworn and non-sworn) in between, we are committed to providing the opportunities, choices, and challenges to succeed.

The current economic situation and the uncertainty of public safety pensions has had an impact on the number of veteran law enforcement leaders who have chosen to retire. Within the next three to five years, a significant number of our own tenured sworn management employees will be eligible for retirement, including the Chief of Police, three Commanders, and five Sergeants. Due to our limited staffing levels, any vacancy in our non-sworn ranks also creates cause for concern.

Without proper planning, this loss of organizational knowledge, skills, and abilities could be devastating. We must prepare our future leaders now by concentrating our efforts on identifying the specific leadership traits we desire and creating appropriate career development paths to prepare them for advancement into critical positions within the organization.

During our team building workshop, the following traits were determined to be the most desirable for future leaders of this department to possess:

- Decision maker
- Excellent verbal and written communication skills
- Investigative skills
- Formal education (college)
- Attention to detail
- Ability to teach/train/mentor
- Problem solver
- Self-motivated/self-starter
- Flexible
- Team player/collaborator
- Models department Mission, Vision, and Values
- Positive attitude





Professional development is the responsibility of the department as well as the employee and both should define goals that match present and future needs. Staff should be made aware of and be prepared for future promotional opportunities and assignments.

## STRATEGIES

Create a career development matrix

Establish a mentoring program

Support formal education

Provide relevant and timely training

### Career Development Matrix

A career development matrix provides an outline of the skills and training recommended for specific ranks and assignments within the organization. Although this is particularly helpful in preparing staff for future responsibilities, others will choose to enhance core skill sets for their current position. In order to provide a well-rounded curriculum, the matrix will include courses and training in the areas of leadership/supervision, values/ethics, and technical skills.

The continuous development of internal staff is critical in the recruitment as well as the retention of personnel. By demonstrating a commitment to their long-term goals and feelings of overall job satisfaction, the department gains satisfied, productive, and dedicated employees.

Supervisors should use the matrix as a tool to identify and set priorities for the training needs of their staff, which will increase their personal level of expertise as well as the overall effectiveness of the department.

To maintain the effectiveness of the matrix, its contents should be reviewed annually and updated, if necessary.



### Mentoring Program



Mentorship is vital for new hire retention, career progression, as well as developing future leaders. The department will identify those employees willing to act as mentors, develop mentoring guidelines and procedures, and identify training needs. We will also continue to encourage mentoring for all employees through cross training, the use of acting supervisors, by providing annual testing for the position of sergeant, and through the Field Training Officer (FTO) program.

Veteran staff can also teach necessary administrative and management skills beyond police work in areas such as press releases, grants, research projects, presentations, after-action plans, and budgeting. By involving younger staff now, we can assure that a larger pool of qualified individuals will be ready for future promotional opportunities.

### Formal Education

Personnel development through formal education has always been encouraged for all members of the department. Those with college degrees tend to know how to communicate while respecting differences of opinion, which translates into better problem-solving skills and a higher level of service to our citizens.

Degreed officers are offered incentive pay for achieving this milestone, while the department benefits from their intellectual curiosity, their ability to use critical thinking skills, and their willingness to explore new ideas and concepts. These individuals are also "big picture" thinkers who look for the best solution to the multitude of challenges they encounter. They have already been exposed to life experiences that otherwise might have taken an additional 10 years of street experience to achieve.

Exposure to the educational process, particularly in administration of justice or similar subject matter, also lends itself to a greater knowledge of procedures, functions, and principles relevant to present and future police assignments.



Relevant and Timely Training

Positions at all levels need meaningful and effective training in order to learn their job and develop new skills. We will ensure that training courses are designed to address areas of demonstrated organizational need while also assisting employees to achieve their personal goals by meeting and exceeding their own expectations.



Our commitment to providing the best possible training for our officers begins with the Field Training Officer (FTO) Program. Newly hired officers receive intensive on-the-job training and daily performance evaluations from seasoned staff to prepare them for solo patrol duty. After successful completion of the FTO program, officers continue to receive formalized training as they progress through their career development matrix. To prepare staff for future specialized assignments and/or promotions, relevant training will be offered, as well as crossing training, when possible.

Daily Training Bulletins (DTB's) are a web-based, comprehensive training tool designed to provide all sworn staff with knowledge of and practical applications related to our policy manual. The main objective of the DTB's is to reduce risk and increase employee safety by focusing on high risk, low frequency events.

Law enforcement employees are faced with ever-changing and evolving police practices. In conjunction with recommendations from Peace Officer Standards and Training (POST), the department will continue to provide access to consistent and timely training that will expose staff to regional, as well as global perspectives of policing issues and solutions. In addition, all sergeants will be scheduled to attend the POST Supervisory Course and Supervisory Leadership Institute (SLI) and commanders will be scheduled to attend the POST Management and Executive Development Courses, as well as the FBI National Academy to enhance their skill set for future promotion.





Being accountable and transparent is a government priority. Responsible fiscal management demonstrates a commitment to accountability, which ensures the public that every dollar spent on police services is utilized effectively. The reality is that we are in the middle of the worst economic downturn in history and that recovery will be an extremely slow process. We must foster an environment that understands the need to manage and sustain our resources now and into the future. Given our limited resources and the expectation of fiscal responsibility, we must continually look at cost effective ways to implement our vision and enhance the services we provide.

**Fiscal & Futures Planning - Fiscal & Futures Planning - Fiscal & Futures Planning**

**GOAL**

*Continue to provide a high level of service to our community while balancing operational policing responsibilities with effective financial management strategies*

STRATEGIES

**Balance public safety needs and financial constraints**

**Continually monitor and plan for future issues facing law enforcement**

Balance public safety needs and financial constraints

Our organization must be flexible enough to absorb flows in crime rates and budget shortfalls. Resourceful and innovative strategies will be required to accommodate additional service demands while continuing to manage our budget effectively. Proactive planning and the continuous review of current staffing modules will be required to improve work flow and control overtime expenditures.

As local, county, state, and federal budgets have tightened, the consolidation, merging, and sharing of law enforcement services has become an appealing option for many agencies. The department is currently in the process of conducting a dispatch consolidation study with Fremont and Union City. The impact of such a venture could yield positive results for all those involved as long as it makes fiscal sense and improves service delivery. In the last several years we have developed numerous external partnerships, including the merger of our SWAT team with Union City.





In addition, we must discover and implement innovative ways to police and become more efficient with less personnel and financial assistance. The public demands for high quality services have to balance with the concept of "more for less," so fiscal awareness, planning, and control are imperative. The revitalization of our Volunteers In Policing (VIP) program and the promotion of "grassroots" community outreach efforts will provide some relief during these tough economic times. In addition, we must also maintain our efforts in seeking out and receiving alternative funding through grant sources.

Continually monitor and plan for future issues facing law enforcement

The structure and practice of policing are formed by social, economic, cultural, political, and legal influences. Despite our best efforts, however, our ability to forecast the future of law enforcement will be hampered by unexpected variables. Proper planning and flexibility will allow us to influence the future as we continuously identify possible, probable, and preferable outcomes. Issues that we should consider both now and in the not so distant future, include:

- Recruitment/Retention
- Technology
- Pension Reform
- Positive Perception of Law Enforcement
- Succession Planning and Creative Training Methods
- Gangs
- Demographic/Diversity Issues; both internally and externally
- Drug Legalization
- Generational Differences in the Workplace
- Intelligence Led Policing
- Political Involvement by Police Associations
- Prisoner Reform Efforts/Statewide Jail Realignment





**Top Row (from left to right):** Sgt. Bill Shaffer, Sgt. Jeff Mapes, Sgt. Manny DeSerpa  
**Middle Row:** Cmdr. Donna Shearn, Sr. Admin Analyst Misa Leal, Cmdr. Tom Milner, Sgt. Mike Carroll, Sgt. Frank Lehr, Sgt. Dave Parks, Comm. Supervisor Matt Breen, Sgt. Renny Lawson  
**Seated:** Cmdr. Bob Douglas, Sgt. Jonathan Arguello, Sgt. John Kovach, Chief James Leal

*My sincerest thanks to the members of our supervisory and management group who assisted in the initial analysis and development of our Strategic Plan, along with all of our front-line staff who provided their valuable input. Strategic planning is a never-ending process that learns from the past, evaluates the present, and provides direction for the future. I believe that we have laid the groundwork for what is a very exciting time for the Newark Police Department as efforts are made to better position the organization for present and future challenges.*

*James Leal*  
James Leal  
Chief of Police



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