



# STRATEGIC PLAN

2017 – 2022

NEWARK POLICE DEPARTMENT

**Proudly serving our community since 1955**

**HONOR - INTEGRITY - PROFESSIONALISM - COMMITMENT - LEADERSHIP**

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## *Message from the Chief of Police*

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**I**n recognition of the Newark Police Department's commitment to keep the Newark community informed, engaged, and safe, it is with great pride that I present to you our Strategic Plan for 2017-2022. The strategic planning process began in 2016 under the leadership of Chief James Leal. The written document was finalized and completed in late 2017 under my direction and with input from our stakeholders within the Newark Police Department and from community members.

Our Strategic Plan is a proactive tool designed to provide guidance and structure for the Department to continually improve its service to the citizens of Newark. In recognition of the importance of this document in translating our Department's Mission and Values into goals and objectives, we have invested a considerable amount of effort into developing a plan that helps us continue to effectively allocate our limited resources on the most important issues facing our community.

As such, the following five strategic goals will provide us direction for the next five years:

- Professional Development, Mentoring, and Succession Planning
- Team Building and Communication
- Accountability, Evaluation, and Feedback
- Infrastructure
- Fiscal and Futures Planning

This Strategic Plan does not cover everything that needs to be accomplished within the agency, but instead places focus on priority areas. This document is fluid in nature and is designed to be dynamic and flexible so it can evolve as we face the challenges of today and tomorrow.

Collaboration is a cornerstone in the development of our five strategic goals and it will continue to be necessary for their successful implementation. This requires that we build upon the strong relationships that we have already formed within the community and continue to forge new relationships with others. Working together towards these common interests, we can ensure that we will be able to continue to provide excellent service to our community that is the hallmark of the Newark Police Department.

On behalf of the entire Newark Police Department, I would like to extend my gratitude to our community for its continued input and support.

Sincerely,

A handwritten signature in black ink that reads "M. Carroll".

Mike Carroll  
Chief of Police

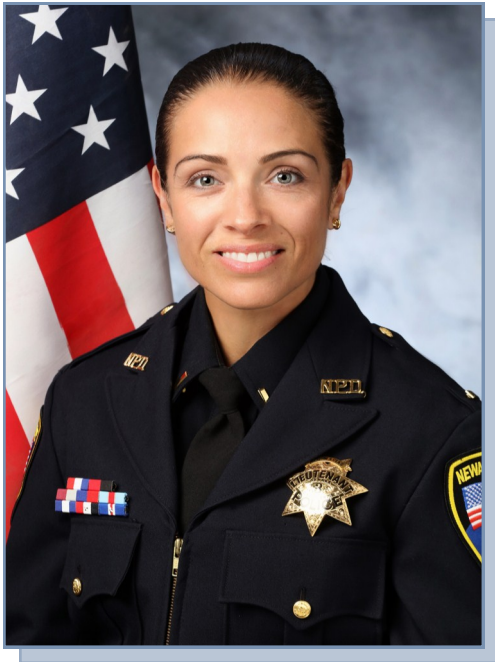
# COMMAND STAFF



Captain Jonathan Arguello  
Serving Newark since 1995



Captain Chomnan Loth  
Serving Newark since 2002



Lieutenant Jolie Macias  
Serving Newark since 2004



Lieutenant Vince Kimbrough  
Serving Newark since 2011

# **We are Stronger Together**



## **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.**

## **Our Vision**

**Excellence in public safety services.**

## **Our Values**

**Honor**

**Integrity**

**Professionalism**

**Commitment**

**Leadership**

# Strategic Plan



The purpose of this Strategic Plan is to determine where to focus our energy and resources by setting priorities, strengthen operations, ensure that staff are working together toward common goals, and assess our organization’s direction in response to an ever-changing world. The objectives and action plans we formulate now will serve as our vision for the growth and advancement of our department. Our future focused strategy will also require consideration of the substantial growth in new housing developments, the recent multi-million dollar renovation of NewPark Mall, as well as the construction of a new Civic Center/Police Facility scheduled to be completed by the year 2020.

The strategic planning process began when supervisors and line level staff were tasked with obtaining input from their peers and employees regarding specific areas the department should focus on to improve their current work environment and enhance processes for increased efficiency. From the numerous suggestions received, management identified five main areas to evaluate.

**1. Professional Development, Mentoring, and Succession Planning**

**2. Team Building and Communication**

**3. Accountability, Evaluation, and Feedback**

**4. Infrastructure**

**5. Fiscal and Futures Planning**

Members of the strategic planning committee were assigned to discuss where we are today and where we want to be in the future. Tasks included identifying major components of each topic and associated critical issues. Teams consisting of sworn officers and civilian personnel of various ranks formulated a plan for implementation. Together we developed a common vision and a road map for the future success of our department.

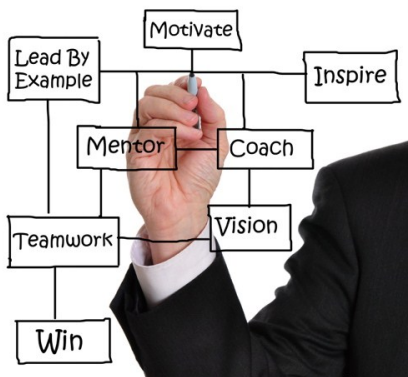
*“Planning is bringing the future into the present so that you can do something about it now.” Alan Lakein, writer*

# Goals & Strategies

*The five goals outlined below are the areas we, as a department, have determined are necessary in order to bring continued improvement to our organization and allow us to better serve the community.*

GOAL	STRATEGY
<p><b>1. <u>Professional Development, Mentoring, and Succession Planning</u></b></p> <p>A. Improve professional development opportunities for staff</p> <p>B. Examine succession planning, training, mentoring, and recruitment practices</p>	<ul style="list-style-type: none"> <li>• Develop a detailed Employee Training Plan and update our Employee Career Development Matrix</li> <li>• Assign a full-time Training Supervisor or Manager to improve training coordination efforts</li> <li>• Develop internal staff for future full-time employment and/or advancement</li> <li>• Examine existing recruitment strategies to determine their effectiveness and expand methods based on findings</li> </ul>
<p><b>2. <u>Team Building and Communication</u></b></p> <p>A. Improve overall communication within the department</p> <p>B. Expand our social media outlets</p>	<ul style="list-style-type: none"> <li>• Increase information sharing through cooperation across all units and divisions</li> <li>• Increase online presence to strengthen our relationship with the community</li> </ul>
<p><b>3. <u>Accountability, Evaluation, and Feedback</u></b></p> <p>A. Improve department accountability and feedback</p>	<ul style="list-style-type: none"> <li>• Implement probationary performance reviews for new staff and streamline the evaluation process for officers</li> <li>• Implement “360 degree” evaluations for supervisors and managers</li> <li>• Request feedback from the community</li> </ul>
<p><b>4. <u>Infrastructure</u></b></p> <p>A. Support the City’s plan to construct a new police facility</p> <p>B. Continue to utilize the latest technology</p>	<ul style="list-style-type: none"> <li>• Provide input into the design and construction of the new facility while considering short and long term needs</li> <li>• Increase organizational efficiency by utilizing the newest technology available</li> </ul>
<p><b>5. <u>Fiscal and Futures Planning</u></b></p> <p>A. Assess staffing, budget, and demand on services</p> <p>B. Identify crime trends</p> <p>C. Review and adjust our organizational structure</p>	<ul style="list-style-type: none"> <li>• Review current staffing to determine the best use of resources</li> <li>• Develop an intelligence-led policing model and increase use of technology to identify crime trends</li> <li>• Evaluate the effectiveness of current positions and identify changes to improve service</li> </ul>

## GOAL 1: Professional Development, Mentoring, and Succession Planning



Professional development incorporates training and advancement, both of which have a direct effect on job satisfaction. Training resources and learning opportunities are critical elements in maintaining a high level of service for the community. All employees of the Newark Police Department, civilian and sworn, play a vital role in meeting our mission. Preparing future leaders by keeping staff up to date with the changing law enforcement environment prepares the department to move into the future. Our employees are our most valuable assets. We must continue to invest in their ongoing development to ensure needs are met on the individual and department level. This investment provides a rewarding and healthy work environment which in turn drives our employees to seek excellence. We must also commit to fostering a culture of quality service and implement a variety of strategies to monitor the department's performance and ensure transparency and accountability.

### A. Improve Professional Development Opportunities for Staff

#### **Strategy: Develop a detailed Employee Training Plan and update our Employee Career Development Matrix.**

The implementation of a detailed Employee Training Plan and Employee Career Development Matrix is essential to the development of all staff and their future success. These documents will serve as guides for staff in assessing and setting goals, as well as preparing them for career advancement within the organization. A clearly defined plan will allow employees to develop a sense of achievement, greater productivity, and effectiveness. This, in turn, will lead to increased self-esteem, personal growth, and job satisfaction. The supervisors and employees can use the Employee Training Plan and Employee Career Development Matrix to create a career development plan. The community will also benefit by ensuring that our staff is properly prepared and trained to respond to incidents using modern techniques and processes.

#### **Strategy: Assign a full-time Training Supervisor or Manager to improve training coordination efforts.**

For years, the department employed a part-time staff member to oversee this responsibility. However, with the increasing number of new officers, as well as current staff members needing mandatory and specialized training, this position has evolved into a



full-time supervisor position. The training supervisor is the conduit for all employees — from the application and hiring process through the completion of basic training. These responsibilities additionally include continued implementation and management of our training division. A full-time Training Supervisor will allow mentorship of individual employees, maintain effective working relationships with all levels of staff, and identify relevant training curriculum for each employee’s particular career path.

## B. Examine Succession Planning, Training, Mentoring, and Recruitment Practices

### **Strategy: Develop internal staff for future full-time employment and/or advancement.**

Recruiting and retention have been and will continue to be a challenge for law enforcement. The hiring of new staff has been problematic as the candidate pool continues to shrink. A majority of agencies in the state and across the country have the same issue due to the shortage of qualified personnel available.

Our department is in a time of transition due to a number of retirements, newly promoted employees, and new officers coming aboard. As such, the department is perfectly positioned to implement new processes and any cultural changes that improve our services, professionalism, and efficiencies. We have made great strides in the area of succession planning and preparing existing staff for promotional opportunities and various specialized assignments. We will continue to develop and expand these efforts by formalizing certain succession plans and creating a road map for new employees. As a department, our goal will be to continue to develop, train, and prepare employees for future assignments and advancement, including positions such as Field Training Officer, Master Police Officer, and Lead Dispatcher. In that regard we will also continue to improve our training methods and develop a more formal training plan that will focus on more consistent and detailed documentation of training.

Our recruiting efforts will continue to be aggressive in the traditional methods. We will continue to focus on developing staff from a variety of programs such as the high school ROP program, our current Police Explorers, Cadets, and Police Service Aides.



**Strategy: Examine Existing Recruitment Strategies to Determine Their Effectiveness and Expand Methods Based on Findings.**

Our current recruitment process includes the use of social media such as Facebook posts, job listings in CalOpps and PORAC, local academy and college visits, and word of mouth. However, we should focus recruitment efforts on those methods with the highest level of proven success based on noted assessment findings. One method includes working with the Human Resources Department to assess the hiring efforts of the preceding 24 to 36 months (including CalOpps.org, PORAC News, non-affiliate academy recruitments, City website, employee referrals, etc.) and evaluate the effectiveness of the various hiring techniques being used.

We will continue to collaborate with our regional Law Enforcement Personnel and Training Division partners in hopes of sharing data regarding the fruitfulness of their recruitment efforts during the preceding 24 months.

We shall continue the process of investigating other contemporary and traditional recruitment approaches such as exploring grant-funding possibilities to support a more robust out-of-area recruitment campaign. Staff will be sent to colleges, military job fairs, and public events to promote our agency and to attract the best applicants. Additional items implemented will include the purchase of billboard space and recruitment decals for our patrol vehicles. We will also expand our social media platform and increase our presence through proven employment websites.

Current staff will be utilized to recruit as they can provide potential new members with a realistic view of our department and the law enforcement profession.

The success of our recruitment efforts will be reevaluated over the next 24 months. Decisions can then be made regarding the long-term use of each method along with the continual exploration of new processes allowing us to identify the most qualified applicants. Whatever methods we choose, we must focus our efforts on individuals who possess desired proficiencies such as self-motivation, analytical and technical abilities, cultural awareness, and communication skills.



## GOAL 2: Team Building and Communication

Constant and open lines of communication are the key to maintaining healthy relationships internally within an organization and externally with the community we serve. Job satisfaction is achieved when employees feel that their needs and concerns are heard and validated by staff.

The expansion of our social media presence provides us with an opportunity to build positive relationships and engage with citizens to earn their trust and respect. Our Facebook account launched in 2015 has been used to educate the public on our daily operations and promote exemplary work by our staff. This outlet provides citizens with an inside look at our organization which supports our goal of transparency and strengthens the ideal that we are working in partnership with members of our community toward common objectives. Social media has enabled us to have a dialogue with citizens in our community and around the world. It provides us with the opportunity to promote the City of Newark and law enforcement.

### A. Improve overall communication within the department

**Strategy: Increase information sharing through cooperation across all units and divisions.**

The concept of “One Team, One Mission—One Message, One Voice” needs to be adopted by all members of the department in order to be successful. This unity of purpose encourages clear, consistent, and open communication at every level. Internal communication is not just the responsibility of one person, but all staff. The success of any organization depends largely on how effective their members communicate. A single mode of information dissemination will not enhance the lines of communication within the department, so utilizing various means such as the distribution of internal departmental newsletters, e-mails, Command Staff meeting notes, and Supervisor’s Meeting notes should be employed. However, these delivery methods should not replace face-to-face communication.

Our communication system should support the effective dissemination of information, organizational and individual performance expectations, and revisions in departmental policies and procedures. Additionally, we must also work on the consistency of information dissemination between teams, including the interpretation of policies and procedures, in order to provide a uniform message. Communication improvements clarify decision-making processes and promote constructive feedback and input from all staff.

The department will expand its distribution of information to all staff members within the organization. Methods to accomplish this goal could include:

- distributing a departmental newsletter
- increasing internal and external employee recognition
  - instituting a management monthly ride-along schedule with patrol
  - adding more relevant and consistent content into the daily logs
  - providing a clear chain of command on the organizational chart
  - disseminating quarterly communications and updates from the Chief
  - scheduling regular meetings between admin and line staff and the NPA
- presence of Command Staff members in briefings which will allow for key departmental updates
- organizing employee family events

Communication is a continuous two-way process, so in order to improve the flow of information from command to line employee and back to command will require that every member of the department be willing to play a part in the interchange of ideas and opinions in a consistent manner. Each member of the organization holds responsibility for enhancing communication, which includes actively reinforcing the Mission, Vision, and Values of our department.



Bridging the Communication Gap Requires Commitment by All

## B. Expand Our Social Media Outlets

### **Strategy: Increase Online Presence to Strengthen our Relationship with the Community.**



The President's 21<sup>st</sup> Century Task Force on Policing, third pillar states: "Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy."

There are many great opportunities for traditional and community-based law enforcement to further engage the public in a natural and welcoming format through social media and other electronic communication. As social media continues to expand its reach worldwide, our commu-

nity expects us to educate them through contemporary methods. While Newark PD has a social media presence via Facebook and Nixle, greater opportunities exist to SHARE–ENGAGE–RECEIVE information through electronic methods.

In order to accomplish this goal, the department will focus on these six tasks:

- Train additional officers on social media
- Grant additional officers access to PD accounts
- Upload at least one video a month
- Improve capacity for engagement in all areas of the community
- Continue to implement innovative digital communication and social technology initiatives
- Strengthen external communication
- Examine hiring a full-time social media person and/or public information officer

### **GOAL 3: Accountability, Evaluation, and Feedback**

Accountability, evaluation, and feedback are necessary performance measures to ensure we are following best practices, policies, and procedures, and operating as efficiently and effectively as possible. We should look at these processes as an opportunity for growth, development, ownership, and improvement. We will strive to be accountable to each other, which is a relationship where everyone wins as an organization.

Employees are motivated and feel valued when they are given positive reinforcement and shown how their work contributes to the success of the department. Taking time to regularly offer staff specific feedback on how their work is supporting the broader organizational objectives creates a better working environment. Effective employee recognition can transform and elevate an organization by igniting enthusiasm, increasing innovation, building trust, and driving bottom line results.

## A. Improve Department Accountability and Feedback

**Strategy: Implement probationary performance reviews for new staff and streamline the evaluation process for officers.**

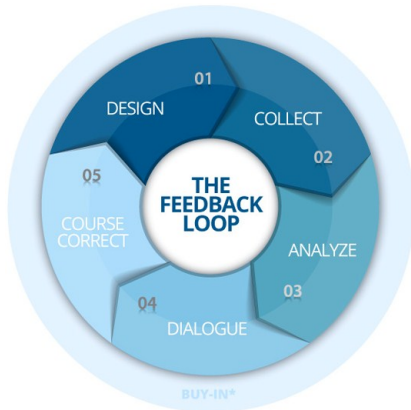
New employees provide a unique challenge and require frequent and consistent feedback through training and guidance. This can be accomplished by providing performance reviews on a more frequent basis and assigning specific mentors who can pass along their wisdom and knowledge of the job. This mentorship can provide the newly hired employees a strong support network they can rely on throughout their career.

In addition to constant feedback, a probationary review process demonstrating an officer's knowledge, including officer safety, will be given before the end of their probationary period to ensure that they are well prepared to perform their duties as a solo beat officer. Other positions that could benefit from this type of "probationary release review" would be Police Sergeant and Public Safety Dispatcher as they also need to be knowledgeable in the area of critical policies and procedures to continue to be successful in their position.



Performance evaluations are one of the greatest tools supervisors have in their employee development and communication arsenal to train and motivate officers to be better performers. Performance evaluations are something we should be focusing on every day, as a truly effective evaluation process is continuous. Pre-evaluation forms allow officers the opportunity to list their previous accomplishments, goals for the upcoming year, and departmental improvements they would like to see that are also important for their personal growth. Supervising, mentoring, coaching, and developing our staff so they can attain personal success leads to organizational success. Setting realistic, attainable, and practical goals provides the employees honest performance feedback which will help identify areas where they can excel.

**Strategy: Implement “360 degree” evaluations for supervisors and managers.**



Just as it is important for employees to receive constructive feedback and evaluation from their supervisors or managers, it is equally important that supervisors/managers receive similar communication from those they supervise. The department will develop a 360 degree evaluation process to provide self-assessment regarding supervisors’ values and competencies from their assigned teams. This type of communication increases employee engagement, creates an expectation of feedback, and helps to ensure an accurate assessment of the supervisor’s or manager’s strengths and weaknesses.

The evaluation should include 3-5 meaningful topics such as:

- Their strengths as they relate to supervisory skills
- Areas that need improvement
- The motivational skills they possess that encourage staff to perform well
- Their efficiency in handling issues promptly to avoid problem behavior

**Strategy: Request feedback from the community.**

Evaluation and feedback from the community we serve is equally as important as our internal feedback processes. As an agency, we should constantly assess how we are performing for our customers, the community. It is important to hear how we performed on individual calls as well as addressing general concerns and problems throughout the city. In the age of social media and other electronic sources, feedback can be received quickly and in a variety of ways in addition to our traditional feedback sources. Examples include:

- Online surveys
- Narrative comment section on department website
- Social media responses and comments
- Individual citizen contacts
- Community events/meetings



## GOAL 4: Infrastructure

City of Newark employees, as a whole, face the challenge of working with aging facilities which include antiquated information technology systems and a shortage of space to effectively perform their job duties.

Studies have shown that employee well-being is strongly correlated to their productivity and performance. One of the largest factors influencing employee well-being is the physical workspace. Employees who enjoy their environment will be more engaged, productive, happy, healthy, and motivated to perform at high levels.

### A. Support the City's Plan to Construct a New Police Facility

**Strategy: Provide input into the design and construction of the new facility while considering short and long term needs.**

The current building which houses the City's administrative offices and police department was erected more than fifty years ago. In November 2016 voters approved a ballot measure that would increase the local sales tax by a half-cent to fund a new Civic Center/Police Facility in order to meet existing and future space needs and to enable modern, efficient operations. Construction is scheduled to commence in 2018 and be completed by 2020. This new facility will not only provide current staff with the means to operate at a high level, but also assist in recruiting and retention efforts by promoting a positive perception of the City and the Police Department.

As we begin the design phase of this new facility, we will need to be engaged and interactive in the development of the space. Our goal should not only be to create more efficient and effective work spaces and infrastructure for existing employees, but also keep an eye toward future growth and technological advances.

POLICE DEPARTMENT FACILITY ASSESSMENT					17,500 SF EXISTING FACILITY
					
FUNCTIONALITY	ACCESSIBILITY	LIFE-SAFETY	BUILDING SYSTEMS	ARCHITECTURAL	
Operationally inefficient and lack of space doesn't support modern police operations	Does not meet Title 24 accessibility code/nor ADA requirements	The building is almost 50 years old and not based on current seismic or life safety standards	The aged and deteriorated systems are past their expected service life	Exterior envelope is failing and the interior finishes are worn	



## B. Continue to Utilize the Latest Technology

**Strategy: Increase organizational efficiency by utilizing the newest technology available.**

As we move forward in the design process of the new police facility, we will need to identify and implement the latest technologies to improve policing functions to increase safety for citizens, as well as our officers. We will establish a process for the continual identification and prioritization of technology needs which will improve the balance between demand for more and better technology and available City resources. Changes in technological processes should provide us with opportunities to enhance the manner in which we perform our duties and improve the delivery of services while allowing us to become more responsive to our community's needs. Transparency in the purchasing of new technology should be in the forefront of our selection process so citizens understand our needs and are assured that our intent has their best interest in mind.



The expansion of our social media efforts and redesign of our website will allow us to continue to provide information to our community and engage with them in a positive manner. Citizens are more likely to feel comfortable communicating with an officer face-to-face after “following” the department on Facebook as this connection helps humanize our staff. Better community-police relations starts with strong communication. Social media provides a platform to do so quickly and with minimal effort.

## GOAL 5: Fiscal and Futures Planning

During the economic downturn, we had to consolidate numerous resources which placed increased demands on existing positions. As an organization, we weathered the storm quite well and worked diligently to avoid cutting back on services to the community. Our department has been and will continue to be focused on service and reducing crime. The City is currently experiencing a boom in the housing market and commercial real estate, and that, coupled with the extensive renovation of NewPark Mall, will certainly increase the community's need for additional police services. As the economy and city continues to grow, we will need to constantly assess how resources will be used most effectively.

## A. Assess staffing, budget, and demand on services

**Strategy: Review current staffing to determine the best use of resources.**

The economic downturn emphasized the difficulty of working with fewer resources. We know future economic downturns are a reality so it would benefit us to remain lean and efficient, utilizing our resources to their maximum potential. There are many models available to ensure proper resource allocation, but at minimum we should consider the safety of our officers, response times, workload, crime rates, service models, and overall customer satisfaction so we can make informed decisions regarding future staffing.

### THESE STRATEGIES INCLUDE:

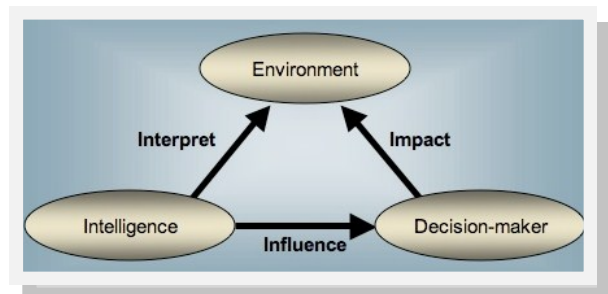
- Comprehensive strategy for Traffic Enforcement including an increase of dedicated staff
- Development of Lead Dispatch positions in an effort to improve performance evaluations, identify training needs, and ensure consistent exceptional service
- An evaluation of the Investigative Unit to include an Intelligence Subdivision with Crime Analyst capabilities and civilian support staff
- Consideration of additional civilian employees to support Property and Vehicle Abatement
- Continuing evaluation of organizational needs

## B. Identify crime trends

**Strategy: Develop an intelligence-led policing model and increase use of technological to identify crime trends.**

For an organization of our size and capability, we are currently on the cutting edge in many technologies. We were one of the first agencies in Northern California to implement body cameras and are using license plate readers and surveillance cameras with great success. In addition, we upgraded our Computer Aided Dispatch

and Records Management System so that it is far more effective and has the capacity for continued growth and improvement. We have also implemented a number of mobile phone and web-based investigative technologies to help us solve crimes, but will need to continue to increase technology as it advances to maintain our position at the forefront.



In addition to utilizing technology to improve our efficiency and effectiveness, it is also important to assess how we do business overall. As decriminalization efforts continue, we will be further challenged to keep our community safe and free from crime. To combat this issue, we plan to shift some of our investigative efforts towards an intelligence led policing model which requires an increased collaboration in information gathering and intelligence sharing. We will use existing and future technologies to identify and analyze crime patterns, hot spots, and behaviors. Data will be distributed to the appropriate staff who can then focus on areas where they will have the greatest success in apprehending offenders and reducing crime.

### C. Review and adjust our organizational structure

**Strategy: Evaluate the effectiveness of current positions and identify changes to improve service.**

It is our objective to review and adjust the department's organizational structure to improve the use of our resources. The review of the organization shall be ongoing to address changes in service demands caused by developments such as population increase, traffic, and legal changes. The goal is to continue as a full-service police organization with the resources and capabilities to grow with the changing landscape of the City of Newark.

It is the mission of the Newark Police Department to provide exceptional police services. One of the first lines of service that our community uses to interact with our personnel is through phone calls to the police department. We aim to make improvements to our police dispatch organizational structure to update and improve efficiencies. As our residential population and business developments continue to grow, the citizens of Newark have spoken in regards to their needs for traffic improvements. In an effort to remain connected with our community's needs, the organization is in the pursuit of creating a position dedicated to public information through community events and social media. With crime trends and the legal landscape changing, we will need to continually reevaluate our enforcement efforts.

# Conclusion



This five year plan outlines the Department’s service efforts, accomplishments, and future challenges. The strategic goals and associated objectives are intended to serve as a guide as we focus on the long-term and short-term needs for the Department and our community. The Department will remain transparent with its actions and will continue to maintain the public trust.



Newark PD mid 1950's

“Coming together is a beginning, staying together is progress,  
and working together is success.”

-Henry Ford



Newark PD 2016