



NEWARK POLICE DIVISION GENERAL ORDER



SUBJECT: COMMUNITY POLICING POLICY	GENERAL ORDER NO. 18-13
SUPERSEDES: G.O. 18-13 (Dated 12-11-23)	DATED: June 4, 2025

Related Policies:

General Order 80-01 (Responsibilities of Command and Supervisory Personnel)
General Order 63-15 (Organization of Police Division)
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)
General Order 18-28 (Training Standards)

This order contains the following numbered Sections:

- I. PURPOSE**
- II. POLICY**
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- IV. RESPONSIBILITY FOR COMPLIANCE**
- V. TRAINING**
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- VII. PROCEDURES**
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I. PURPOSE

This General Order sets forth the Newark Police Division's Community Engagement and 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

All Newark police officers, shall be community service oriented, interacting with all people they come in contact with. **All members** shall embrace and support community policing while on patrol, responding to calls, and interacting with residents and other members of the community. The Newark Police Division must do everything in its power to ensure positive interactions between the Division and all 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 continuous follow-up.

III. DEFINITIONS

- A. Community Engagement and 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 within each precinct who studies and learns in detail the geographical area, its issues, problems, and its community leaders; whose principal duty will be to identify and address the community's priorities; share this information with the Precinct Commander and officers. The CSO shall **not be assigned to answer calls for service** except in exigent circumstances.
- C. COMSTAT - short for "Command Status," is a multi-layered, dynamic, crime reduction weekly meeting/process based on the S.A.R.A. model (a problem-solving methodology explained further below – Section VI. Paragraph C).
- D. Commander of the Community Affairs and Clergy Unit – A Lieutenant or in the absence of a Lieutenant, a Sergeant, that is generally responsible for the overall operation of the Unit along with the conduct and performance of all subordinate personnel.



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- E. Desk Lieutenant - Under the direction of a captain, a Desk Lieutenant 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. The Desk Lieutenant shall ensure this General Order is followed during their shift. (*Reference: General Order 80-1 Responsibilities of Command and Supervisory Personnel, Paragraph VII, Section B*).
- F. 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 Commander 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*).
- G. Precinct - A Precinct is overseen by a Captain, who serves as the Precinct Commander, 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 Division, Section II. Paragraph C*).
- H. Precinct Council Meeting- An important way for residents to engage with their Precinct Commander and tackle public safety issues is through regularly scheduled Community Meetings. These community meetings are hosted by the Precinct Commander to provide an opportunity for community members to interact, ask questions, and hear updates and provide feedback.
- I. Sector - a designated geographical area within a particular Precinct, within which division members are assigned regularly so that they may become familiar with the needs/concerns of a localized area within the boundaries of the Precinct. (*Reference: General Order 63-15 Organization of the Police Division, Section IV. Paragraph E*).

IV. RESPONSIBILITY FOR COMPLIANCE

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

V. OFFICE OF VIOLENCE PREVENTION

- A. The Office of Violence Prevention & Trauma Recovery (OVPTR) partnered with the Newark Police Division by assigning Social Work staff to precincts to provide support services to residents. Officers encountering residents believed to be at risk, shall refer them to the Social Work staff member assigned to their Precinct. Residents involved in the following incidents shall be considered for referral:



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1. Child/elderly abuse;
2. Victim in repetitive crimes of Domestic Violence;
3. Mental Health incidents/issues; and
4. Youth and family issues.

- B. Officers encountering individuals dealing with the incidents listed above shall complete the Office of Violence Prevention & Trauma Recovery referral form in addition to any other required reports. The officer shall complete the referral form and shall ensure the individual's risk level is indicated using the risk scale on the form. Upon completion, the form is to be given to the Desk Supervisor for review. The desk supervisor shall email the form to the Social Work staff member assigned to their precinct and the Precinct's Commanding Officer.
- C. If an at-risk resident walks into a precinct, the Social Work staff member shall be notified. If the Social Work staff member is not available, desk personnel shall complete a Referral Form. The Referral Form is stored within the Public Safety Folder under "Police Forms" labeled "**OVPTR NPD Social Services Referral Form**".
- D. Through a coordinated, interagency approach the Department of Public Safety and OVPTR will now regularly assist habitual juvenile runaways and at-risk juveniles to appropriate social services assistance programs.

V. TRAINING

The Training Division will develop and provide topic-specific training to enhance the efficient implementation of the Division's Community Engagement and Policing Policy (Reference: *G.O. 18-28 Training Standards*) and shall ensure this training includes:

- A. Methods and strategies to improve public safety and crime prevention through community engagement, including how to establish formal partnerships with community organizations, how to work with communities to set public safety and crime prevention priorities, and how to create opportunities for positive interactions with youth;
- B. Scenario-based training that promotes the development of partnerships and the strengthening of partnerships already made between the police and the community;
- C. Leadership, ethics, and interpersonal skills to further the community policing philosophy;
- D. Problem-oriented policing strategies and tactics; and
- E. Conflict resolution skills, including verbal de-escalation of conflict.

VI. GUIDING PRINCIPALS

- A. Building Trust and Legitimacy



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Building trust and legitimacy is the foundational principle underlying the nature of relations between Division members and the community. Police legitimacy reflects the belief that the police ought to be allowed to exercise their authority to maintain social order, manage conflicts, and solve problems in their communities. Division members shall embrace a guardian—rather than a warrior—mindset to build trust and legitimacy with the community.

Toward that end, Division members shall adopt procedural justice as the guiding principle to guide interactions with the community.

B. Procedural Justice

Procedural justice focuses on the way police interact with the public, and how the characteristics of those interactions shape the public's view of the police and their willingness to accept and comply with law enforcement. The public confers legitimacy only on those they believe are acting in procedurally just ways. Behavior that is “procedurally just” is based on four central principles:

1. Treating people with dignity and respect;
2. Giving individuals a “voice” during encounters;
3. Being neutral and transparent in decision making; and
4. Conveying trustworthy motives

An individual’s perception of whether an officer is respectful and applying the law fairly will shape his or her sense of procedural justice. Procedural justice is concerned not only on what officers do, but also with the way that they do it.

Division members shall employ the four central principles of procedural justice at all times and during every encounter.

C. 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 materials shall be made available, when applicable, in Spanish or Portuguese and/or any other language likely to be encountered in the community being served.
3. When engaging with the community, if the subject speaks a language other than English, interpreter services should be provided in that language either by a person or language line services.



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D. Problem-Solving

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 develop new comprehensive methods for addressing the issues, and to encourage a proactive, collaborative and comprehensive approach.
2. Problem-solving policing requires police officers and members of the community to work cooperatively. The S.A.R.A. model is a decision-making model that incorporates analysis and research, tailoring solutions to specific problems, and most importantly, evaluating the effectiveness of those responses. The acronym S.A.R.A. stands for:
 - a. **Scanning:** Identifying, prioritizing, and selecting problems that require attention and resolution, using both data from police and other sources as well as community and citizen input.
 - b. **Analysis:** Deeply analyzing the causes of the problem, including the underlying causes of repeated calls for service and crime incidents.
 - c. **Response:** Determining and implementing a response to a particular problem. Ideas for responses should be “evidence-based” when possible or at least tailored to the specific problem at hand.
 - d. **Assessment:** Regularly and evaluate the chosen course of action to determine its effectiveness.
3. Division Members shall utilize the S.A.R.A. four-step problem-solving approach in cooperation with the community.

VII. PROCEDURES

A. Decentralized Implementation

1. The Division recognizes the unique and diverse nature of the City. As such, problem-solving requires unique and diverse solutions that will address challenges faced by the community. This is best attained through collaborative problem-solving with the community whenever feasible.
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, quality of life concerns, fear of crime, or other issues related to public disorder.



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3. Precinct Commanders **shall host community meetings** or “Precinct Council Meetings” monthly to discuss specific concerns of the communities they serve, and solicit the community’s input for a **problem-solving plan** to address whatever concerns are brought forward. These meetings will serve as an opportunity to collaborate and collectively discuss and address issues in neighborhoods that lead to crime and disorderly behavior. Council people, other city agencies and social agencies are to be included in the meetings. By openly discussing the issues and solutions, residents are given a voice and empowered to work with police to take back their neighborhoods.

Refer to the Reporting Requirement Section below for more information regarding reporting mandates.

4. Problem Solving
 - a. Once the issues have been identified, and a problem-solving plan has been developed in partnership with community partners, the Precinct Commanders shall begin implementation. The goal is to solve the issue/problem by impacting the root cause of it.
 - b. When implementing the problem-solving plan, the Precinct Commanders shall utilize the S.A.R.A. problem-solving model.
 - c. Implementation of the problem-solving plan must also include non-enforcement activity. Precinct Commanders and their partners must think creatively.
 - d. The problem-solving plan shall be implemented as soon as feasible
4. Once the specific issues identified in the community are abated, Precinct Commanders shall ensure resources and necessary support are provided to sustain safe communities.
5. Precinct Commanders **shall be prepared to discuss their Community Engagement activities**, including; neighborhood specific crime/issues, problem solving efforts, and community engagement activity overall at every COMSTAT meeting.

VIII. RESPONSIBILITIES

A. 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.



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2. The Commander of the Community Affairs/Clergy Unit shall be responsible for the overall supervision, 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 Engagement and Policing Policy;
 - c. a **Quarterly Report** is prepared, and submitted through the chain of command to the Public Safety Director and the Public Information Office, that includes, at minimum, Community Engagement and Policing efforts overall and in each precinct, including specific problems addressed and steps taken by NPD and the community toward their resolution;
 - d. a review of city-wide community relations endeavors through the COMSTAT process is conducted **monthly** to analyze the breadth, extent and effectiveness of the implemented problem-solving strategies and community partnerships including officer outreach, particularly outreach to youth; and
 - e. coordination of efforts with each Precinct Commander and their Community Service Officers.
 - f. supervision/oversight, as needed, for city-wide community outreach events such as, but not limited to, the City of Newark Food Drive/Distribution, Hope One Operations, liaison to activists during 1st Amendment demonstrations, the Police Explorers Program, Office of Violence Prevention & Trauma Recovery Community Walks.

B. Precinct Commanders **shall**:

1. Provide for the overall management, monitoring, and auditing of their Precinct's implementation of the Division's Community Policing Policy;
2. Designate two (2) Division members to serve as the Community Service Officers and ensure that the Community Service Officers:
 - a. Are **not** redeployed as a sector unit or suppression unit to meet a minimum staffing requirement;
 - b. Do **not** answer calls for service except for in-progress high priority calls within an assigned area;



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- c. Are assigned individual unit numbers in the 90/91 series (*e.g.* 291, 391, *etc.*);
 - d. Are issued a cellular telephone (*Reference NPD General Order 09-07 Police Division issued Cellular Smart Phones, Tablets and Electronic Devices*)
 - e. Name and unit number are reflected on the Daily Tour Sheet;
 - f. Are assigned to a 4/2 flex (09:00–17:00/14:00–22:00) or an Administrative Mon-Fri schedule;
 - g. Generate and maintain a point of contact list for all houses of worship, schools, businesses, shelters, and community groups;
 - h. Generate and maintain a point of contact list for all city agencies (*i.e.* Sanitation, Traffic & Signals, Code Enforcement, *etc.*);
 - i. Are informed about all events and crime occurring within the command;
 - j. Track and address concerns/issues found in the Problem Identification Database;
 - k. Refer to the Reporting Section of this General Order regarding reporting requirements;
 - l. Develop, monitor, and provide for the overall management of the precinct-level strategies with input from the community and the appropriate precinct personnel; and
 - m. Are aware of their command's crime prevention efforts and quality of life concerns.
3. Support the Office of Violence Prevention by ensuring:
- a. Daily Crime Report (DCR) along with copies of Incidents Reports, and all OVPTR social services referral forms are properly reviewed daily.
 - b. Community Service Officers (CSOs) provide the on-site representative of OVPTR with copies of the Daily Crime Reports (DCR) and Incident Reports, along with a copy of the completed OVPTR referral form.
 - c. Representatives from the Office of Violence Prevention and Trauma Recovery are provided with a workspace where they can meet and confer with victims privately;



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- d. they coordinate with the Technology Unit to ensure representatives of the Office of Violence Prevention and Trauma Recovery assigned to their precinct are allowed access and connectivity to NPD computer printers; and
- e. all provided Office of Violence Prevention and Trauma Recovery signage is posted in a location and manner to allow individuals entering the precinct are aware of available services.

C. Community Service Officers **shall**:

1. Complete an Electronic Log Sheet or a Detective Log Sheet and utilize the following assignment codes:
 - a. 216 code for community meetings;
 - b. 217 code for community outreach- crime prevention; and
 - c. 218 code for community outreach- walk and talk.
2. Communicate daily with the Precinct Commander regarding events occurring within the command, crime trends/patterns and community meetings;
3. Establish and maintain positive/constructive relationships with community leaders, religious groups, the business community, and community at large;
4. **Not answer calls for service except for in-progress high priority calls within the assigned area;**
5. Report on Community engagements, utilizing the Community Engagement Database and the Problem Identification Database (Reference section IX. Below);
6. Recruit and compile a list of citizens interested in participating in Public Safety Department sponsored events (Public Safety Academy, Community COMSTAT, youth-oriented events, etc.);
7. Be responsible for monitoring the Division issued cellular telephone during on duty/work hours to communicate with members of the community;
8. Follow up with all complaints received and provide referrals when necessary;
9. Shall coordinate efforts with the Commander of the Community/Clergy Affairs Unit or his/her designee.
10. provide on-site representatives from the Office of Violence Prevention and Trauma Recovery working within their precinct copies of the following documents executed for the previous business day (on Monday, the documents generated for Friday, Saturday, and Sunday shall be provided):



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- a. paper copies of all “OVPTR Social Services Referral Forms,”;
 - b. incomplete or missing OVPTR Social services Referral Forms shall be fully completed by CSOs;
 - c. a paper copy of the Daily Crime Report (DCR) generated and emailed to all police users by the Comstat Unit;
 - d. a paper copy of all Incidents Reports that have occurred within their respective precincts;
 - e. Contact information for all victims of offenses that occur within each respective precinct shall be added by to the DCR by CSOs. This additional information (such as name, address (including any temporary addresses), telephone numbers, etc.) can be found in Incident Reports or other relevant documents.
- D. Commanders of Investigative Units **shall** ensure a detective is designated to attend community meetings or other community events, when requested by the Precinct Commanders/Community Service Officers.
- E. The Public Information Officer **shall**:
- 1. Keep current and ensure the proper maintenance of the NPD website;
 - 2. Maintain constant communication with traditional media outlets (print and broadcast) concerning community engagement activities;
 - 3. 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;
 - 4. Ensure that the dissemination of criminal investigation information, including police-involved shootings, will be accurate and timely; and
 - 5. Ensure all community service officer contact information is posted and updated on the NPD website; and
 - 6. Ensure quarterly reports prepared by the Commander of the Community Affairs/Clergy Unit detailing community policing efforts, is made available to the public by posting to the NPD website.
- F. The Youth Strategies Section **shall** coordinate with OVPTR to provide services such as crisis intervention, mediation, parent/guardian assistance, alternative path to success programs and referrals to community public safety groups to habitual juvenile runaways or other at-risk juveniles.



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H. Office of Professional Standards

The Commander of the Office of Professional Standards shall:

1. Ensure complaint against officer data is submitted to the COMSTAT Unit every Monday; and
2. Ensure data submitted includes complaints made by members of the Community and complaints generated internally for officer demeanor, neglect of duty and disobedience to orders;

IX. REPORTING REQUIREMENTS

- A. To track all community engagement, a Community Engagement Reporting System has been developed. **All Division personnel including Community Service Officers shall utilize this reporting system to report all community engagements, problems identified and steps taken towards their resolution, daily or at the completion of said community engagement.**

Web-based forms are accessible in the Public Safety folder in computers in every Precinct and as links within the PowerDMS system in this General Order.

B. All Division Commanders **shall**:

1. Ensure Division personnel record all community engagement activities in the:
 - a. [NPD COMMUNITY ENGAGEMENT FORM](#) and/or the;
 - b. [NPD COMMUNITY COMPLAINT-PROBLEM IDENTIFICATION FORM](#)
2. Ensure Division personnel include, when applicable:
 - a. Prominent community issues learned from residents, clergy and business owners/managers/employees;
 - b. Youth Engagements;
 - c. Community meetings attended or hosted by Division members, to include a Captains Meeting
 - d. Any suggestion that, in the opinion of the Community Service Officer, will enhance and strengthen the relationship between NPD and that particular neighborhood/sector;
 - e. Follow-up contact with residents in where problems have been identified;
 - g. Documentation of complaints received, actions taken, and all referrals initiated;
 - h. Any city services that are needed to address quality of life issues in that neighborhood/sector; and
 - i. Any other pertinent information.



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C. Problem Solving Plan Reports

1. Scan/Analyze/Respond (SAR) Report: Precinct Commanders shall submit an administrative submission to the Chief of Police listing problems identified during a Community / Precinct Council meeting.

The report shall include:

- a. A description of the problems identified;
 - b. A description of which data sources were used to identify the problems in each neighborhood (*see* Section VII(B)(1)(d));
 - c. The names and contact information of the initial key community partners;
 - d. Ideas for addressing and resolving the particular problems identified in each neighborhood, including the benchmarks that, once achieved, would indicate the problems have been successfully abated.
2. Assessment/After Action (AAR) Report: An After-Action-Report shall be submitted after actions are taken to abate problems identified and shall include:
 - a. A detailed description of progress toward implementing the problem-solving plan and achieving each goal for problem resolution;
 - b. Follow-up contact made with key community partners and the information received;
 - c. Any city services needed to address issues, actions taken to contact them, and results;
 - d. Community meetings attended, including Organization and/or Association Name, President, Contact Information Location, time of meeting, attendees and topics of discussion;
 - e. Police Division community engagement events established and attended

X. 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:


EMANUEL MIRANDA, SR.
PUBLIC SAFETY DIRECTOR

EM/JG

Attachment: Infographic



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Community Engagement and Problem Identification Database

2. Web-based forms are accessible in the **Public Safety folder** on Desk Top Computers



1. All Division personnel including Community Service Officers shall utilize this new reporting system to report all community engagements, problems identified and steps taken towards their resolution.



7. You can also Click [HERE](#) to Access the **NPD COMMUNITY ENGAGEMENT FORM**

3. Web-based forms are also accessible in **Power DMS** by searching for Memo **19-324** and clicking on the blue links.

5. Remember: Community engagements like community meetings, outreach events, youth engagements, citizen contacts and business checks are entered into the **NPD Community Engagement FORM**

4. These web-based forms can also be accessed using mobile devices connected to the internet.

6. Remember: Abandoned properties or a street light that's out shall be documented in the **NPD Community Complaint – Problem Identification FORM** – Follow-up steps taken towards the resolution of the problem should also be documented here

8. Or you can Click [HERE](#) to access the **NPD COMMUNITY COMPLAINT - PROBLEM IDENTIFICATION FORM**

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